2022 - 23 Gender Equality Reporting

Submitted By:

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KBR Holdings Pty Ltd  32093419277
Frazer-Nash Consultancy Limited  20578377332
#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 Policy; Strategy
   - **Performance management processes:** Yes Policy
   - **Promotions:** Yes Strategy
   - **Talent identification/identification of high potentials:** Yes Policy; Strategy
   - **Succession planning:** Yes Policy; Strategy
   - **Training and development:** Yes Policy; Strategy
   - **Key performance indicators for managers relating to gender equality:** Yes Strategy

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

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

## Governing Bodies

**Organisation:** Kellogg Brown & Root Pty Ltd
1. **Name of the governing body:** The Board of Directors
2. **Type of the governing body:** Board of Directors

3. **Specified governing body type:**

   Number of governing body chair and member by gender:

<table>
<thead>
<tr>
<th>Chair</th>
<th>Female (F)</th>
<th>Male (M)</th>
<th>Non-Binary</th>
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4. Formal section policy and/or strategy: Yes
Selected value: Policy

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

   6.1 Percentage (%) of target:
   6.2 Year of target to be reached:

Selected value:
Other

Other value: For consideration

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: KBR Holdings Pty Ltd
1. Name of the governing body: The Board of Directors
2. Type of the governing body: Board of Directors

3. Specified governing body type:

Number of governing body chair and member by gender:

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<td>6</td>
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4. Formal section policy and/or strategy: Yes
Selected value: Policy
6. Target set to increase the representation of women: No

6.1 Percentage (%) of target: 
6.2 Year of target to be reached:

Selected value: 
Other

Other value: For consideration

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: Frazer-Nash Consultancy Limited 
1. Name of the governing body: The Board of Directors 
2. Type of the governing body: Board of Directors 

3. Specified governing body type:

Number of governing body chair and member by gender:

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4. Formal section policy and/or strategy: Yes 
Selected value: Policy

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

6.1 Percentage (%) of target: 
6.2 Year of target to be reached:

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

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

#Action on gender equality

**Gender Pay Gaps**

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

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)

2. What was the snapshot date used for your Workplace Profile?  
31/03/2023

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

**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
   Created a pay equity strategy or action plan; Corrected like-for-like gaps

1.3 What type of gender remuneration gap analysis has been undertaken?
   A like-for-like gap analysis; An overall organisation-wide gender pay gap

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

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?
       Consultative committee or group; Exit interviews; Survey; Performance discussions
   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
   Policy

3. On what date did your organisation share your last year’s public reports with employees and shareholders?
   Employees:
   Yes
   Date: 31/08/2022
   Shareholder:
   Yes
   Date: 31/08/2022

4. Have you shared previous Executive Summary and Industry Benchmark 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.

#Flexible Work

Flexible Working

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

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
   Yes

   Employees are surveyed on whether they have sufficient flexibility
   Yes

   Employee training is provided throughout the organisation
   Yes

   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: To be considered

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: To be considered

Team-based training is provided throughout the organisation
No
Other

Other: Not delivered organisation wide but is in some teams
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
   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

Job sharing: 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

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.

#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 using the primary/secondary carer definition

1.1. Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?
Yes

1.1.a. Please indicate whether your employer-funded paid parental leave for primary carers is available to:
   All, regardless of gender

1.1.b. Please indicate whether your employer-funded paid parental leave for primary carers covers:
   Birth; Adoption

1.1.c. How do you pay employer funded paid parental leave to primary carers?
   Paying the employee's full salary

1.1.d. Do you pay superannuation contribution to your primary carers while they are on parental leave?
   Yes, on employer funded parental leave

1.1.e. How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?
   12

1.1.f. What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?
   81-90%

1.1.g. Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?
   Yes
   How long is the qualifying period (in months)?

1.1.h. Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?
   Yes
   Within 12 months

1.2. Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?
   Yes

1.2.a. Please indicate whether your employer-funded paid parental leave for secondary carers is available to:
   All, regardless of gender

1.2.b. Please indicate whether your employer-funded paid parental leave for secondary carers covers:
   Birth; Adoption

1.2.c. How do you pay employer funded paid parental leave to Secondary carers?
   Paying the employee's full salary
1.2.d. Do you pay superannuation contribution to your secondary carers while they are on parental leave?  
Yes, on employer funded parental leave  

1.2.e. How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?  
2  

1.2.f. What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?  
81-90%  

1.2.g. Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?  
Yes  
How long is the qualifying period (in months)?  
12  

1.2.h. Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?  
Yes  
Within 12 months  

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

Support for carers  

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

2. Do you offer any of the following support mechanisms for employees with family or caring responsibilities?  
   2.1. Employer subsidised childcare  
       No  

   2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)  
       No  
       Other
2.3. Breastfeeding facilities
   Yes
   Available at SOME worksites

2.4. Childcare referral services
   No

2.5. Coaching for employees on returning to work from parental leave
   No

2.6. Targeted communication mechanisms (e.g. intranet/forums)
   Yes
   Available at ALL worksites

2.7. Internal support networks for parents
   No

2.8. Information packs for new parents and/or those with elder care responsibilities
   No

2.9. Parenting workshops targeting fathers
   No

2.10. Parenting workshops targeting mothers
   No

2.11. Referral services to support employees with family and/or caring responsibilities
   No

2.12. Support in securing school holiday care
   No

2.13. On-site childcare
   No
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.

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

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

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

Voluntary question: All Non-Managers
   Yes
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.

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
     - No
     - Not aware of the need

   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
   - Insufficient resources/expertise

   Provision of financial support (e.g. advance bonus payment or advanced pay)
   - Yes
Flexible working arrangements  
Yes

Offer change of office location  
Yes

Access to medical services (e.g. doctor or nurse)  
No  
Insufficient resources/expertise

Training of key personnel  
No  
Currently under development

Estimated Completion Date: 2023-12-31

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

Workplace safety planning  
Yes

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)  
Yes  
Is the leave period unlimited?  
No  
How may days are provided?  
10

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)  
No
Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
No

Access to unpaid leave
Yes
Is the leave period unlimited?
No

How may days are provided?
5

Other: No
Provide Details:

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