

DT Infrastructure Gender Pay Gap Employer Statement

February 2025





Contents

Our commitment.....	2
A message from our CEO	3
Setting the scene	4
Understanding the gender pay gap	4
Mean vs. Median gender pay gap.....	4
Why does the gender pay gap exist?.....	4
What is contributing to our gender pay gap	7
Our journey.....	8
National gender equality action plan	9
Parental leave policy	9
Flex to Thrive policy	9
Mentoring program	10
Graduate program	10
Regular progress reporting	10
Training and career development	10
Employee consultation	11
What the numbers say	11
What our people say.....	12
Cindy Verheul, People Services Lead	12
Nick Swete, Senior Electrical Supervisor.....	13
Jade Geddes, People Services Administrator	14
Sandy Fernando, Engineering Graduate	15

At DT Infrastructure, we believe diversity is critical to our success. By championing gender equity and fostering inclusive workplaces, we aim to play a positive role in building a stronger, more sustainable future for our industry.



Our commitment

At DT Infrastructure, we are committed to creating safe, inclusive and diverse workplaces that reflect the communities we are a part of. We recognise the importance of addressing the gender pay gap and fostering greater gender diversity across all levels of our business.

While women remain underrepresented in many areas of the construction industry, DT Infrastructure is committed to creating meaningful change. Through targeted programs and initiatives, we are actively working to improve the gender balance on our project sites and increase the participation of women in technical roles.

We have implemented policies and processes designed to promote diversity and ensure all employees are valued and supported. These include:

- Initiatives to encourage women into leadership roles across both blue and white-collar positions.
- Establishing policies and practices that assist in the removal of barriers to the progression of women in the industry
- Programs to inspire the next generation by engaging with female students through school and university partnerships, encouraging them to explore careers in construction and engineering.



A message from our CEO

We are proud to be a business that not only delivers transformative infrastructure but also fosters an environment where everyone has the opportunity to thrive. Our identity as a company is determined by the amazing people who work here, and we are committed to building a workplace that is safe, inclusive, and champions equality.



A key part of this commitment is our transparency and accountability in reporting the gender pay gap. For us, gender pay gap reporting goes beyond compliance—it's about taking meaningful action to identify areas for improvement and drive positive change.

Since DT Infrastructure's acquisition by Gamuda, we have focused on fostering an inclusive environment where all employees, regardless of gender or background, can succeed. We're achieving this through the implementation of robust policies, targeted training opportunities, and addressing barriers that may prevent progression into senior roles.

By fostering a stronger, more inclusive culture within our business, we can also contribute to positive change across the broader industry.

Thank you for your support as we continue to move forward on this important journey.

A handwritten signature in black ink, appearing to be 'John Anderson'. The signature is stylized with a large, sweeping initial 'J' and 'A'.

John Anderson
Chief Executive Officer
DT Infrastructure Pty Ltd

Setting the scene

In Australia, employers with 100 or more employees must report gender pay gap data to the Workplace Gender Equality Agency (WGEA) under the *Workplace Gender Equality Act 2012*. This includes pay disparities, workforce composition, and policies on gender equality.

From 2024, WGEA has publicly reported employer-specific gender pay gaps to drive transparency and accountability. Businesses are encouraged to analyse their data, address inequities, and implement strategies to promote gender equality in the workplace.

Understanding the gender pay gap

The gender pay gap is the difference in average earnings between women and men in the workforce. It is not the same as equal pay, which ensures women and men receive the same remuneration for the same or comparable work—a legal requirement since 1969.

The gender pay gap serves as an important measure of gender equality within an organisation, industry, and the broader economy. Closing this gap is essential for Australia's economic future and aligns with our commitment to fostering a fair and inclusive workplace.

Mean vs. Median gender pay gap

Mean Gender Pay Gap: The difference between the average earnings of men and women. This can be skewed by very high or low salaries.

Median Gender Pay Gap: The difference between the middle salaries of men and women when all earnings are ranked. This gives a clearer picture of typical pay differences.

Both measures help identify pay disparities and guide efforts toward greater equity.

Why does the gender pay gap exist?

The gender pay gap is influenced by a range of societal, industry, and organisational factors that impact earning potential. It can begin at the recruitment stage and persist throughout a person's career.

Both direct and indirect biases contribute to this gap. Direct forms include unequal pay and workplace discrimination, while indirect factors—such as limited access to career progression opportunities—can also significantly impact women's earning potential.





DT Infrastructure's gender pay gap

Our progress

DT Infrastructure delivers specialist construction and engineering solutions that support Australia's infrastructure future.

We work across rail, roads and bridges, power and renewable energy, water and Defence specific construction.

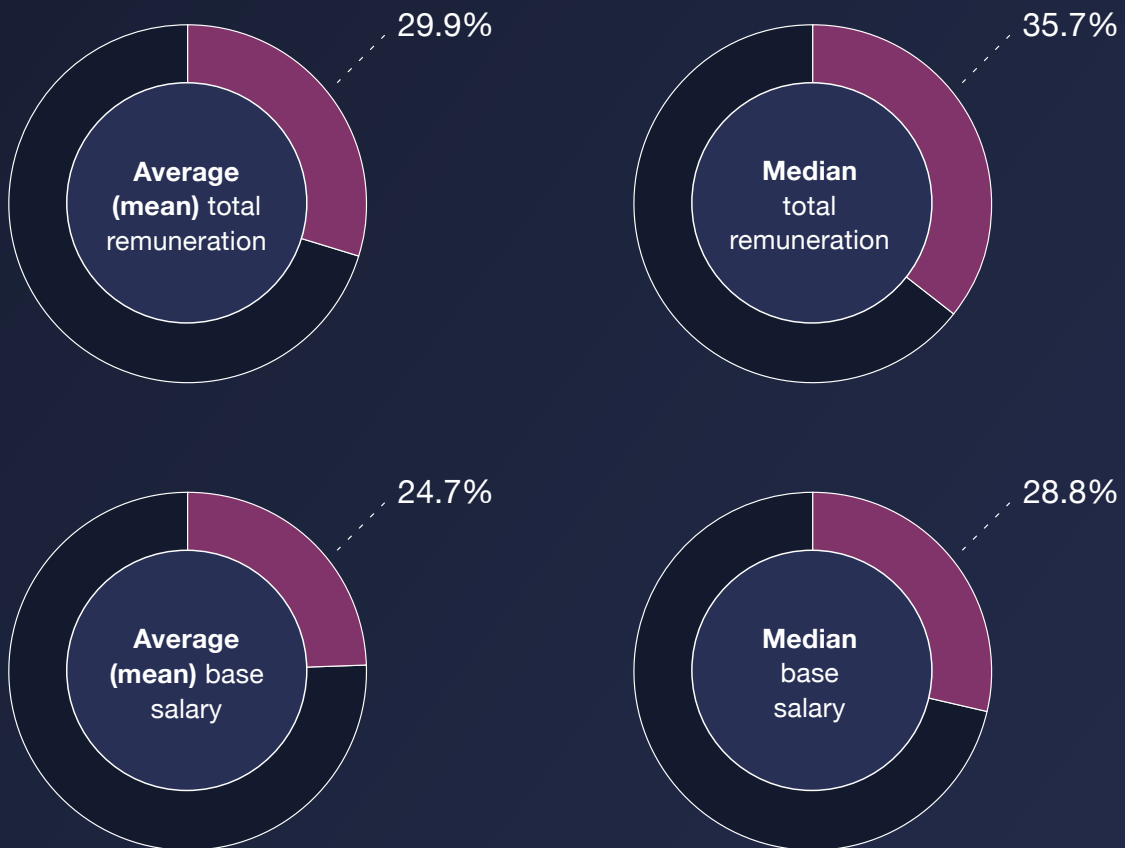
DT Infrastructure was established in 2023, following Gamuda's acquisition of Downer's Infrastructure Projects business. As part of the Gamuda Group

we leverage the scale and technological innovation of our global parent company with our extensive expertise in Australian projects.

As a new business, DT participated in its first WGEA reporting period in 2024. This has seen us establish a baseline from which we will work from as we look to close the gender pay gap in our business.

Our gender pay gap over time

All employees 2023-24



What is contributing to our gender pay gap

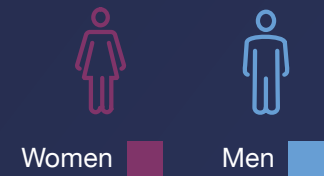
The construction and infrastructure industries continue to face significant challenges in achieving gender balance and closing the gender pay gap. They typically see lower levels of female participation, particularly in technical, operational, and leadership roles. Structural barriers, including workplace culture, restrictive career pathways and the underrepresentation of women in apprenticeships and trade qualifications, contribute to ongoing disparities. DT Infrastructure is not immune to these challenges.

While industry efforts have increased, such as targeted recruitment strategies, leadership development programs, and inclusive workplace policies, there is still significant progress to be made. Addressing these challenges requires sustained commitment from employers, industry bodies, and policymakers. Strategies such as improving gender-neutral job design, enhancing parental leave provisions, and actively supporting women's participation in leadership pipelines are critical to long-term change.

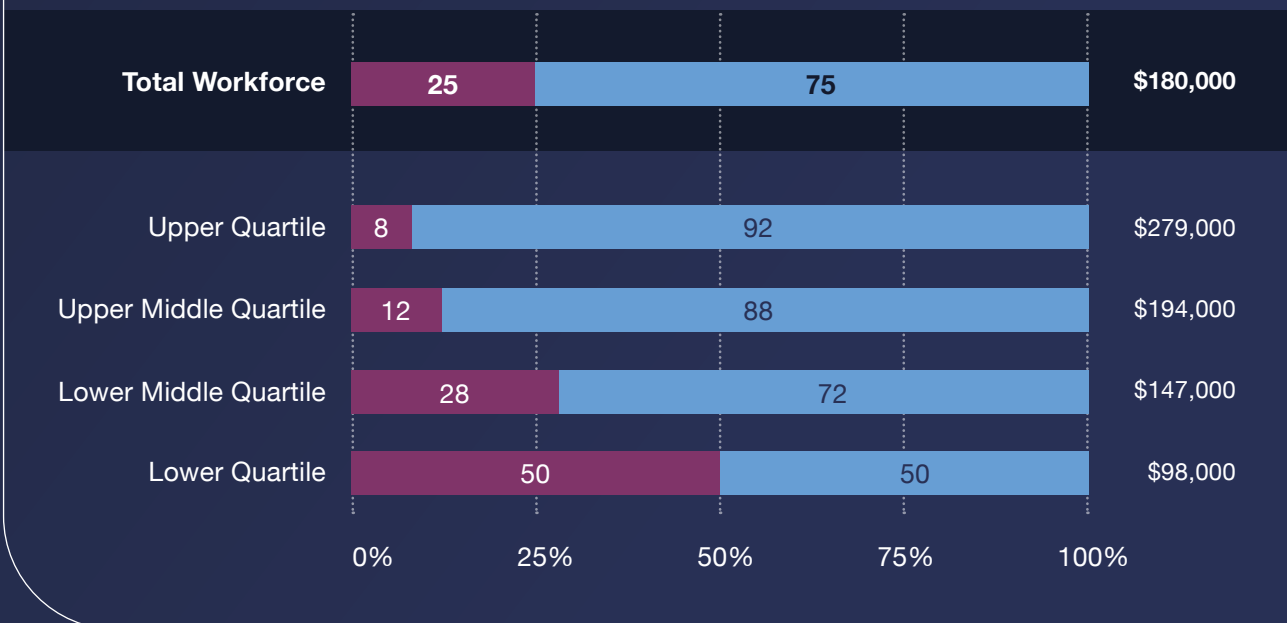
DT Infrastructure remains committed to reducing gender disparities by implementing evidence-based initiatives and fostering an inclusive workplace culture that supports equal opportunities for all employees.

Gender composition by pay quartile

The chart below divides the total remuneration full-time equivalent pay of all employees into four equal quartiles. A disproportionate concentration of men in the upper quartiles and/or of women in the lower quartiles can drive a positive gender pay gap.



Average total remuneration



Our journey

We know that closing the gender pay gap is essential to creating and maintaining a fair and equitable workplace. It also benefits the work we do, ensuring our workforce is an accurate representation of the communities we serve.

Addressing this ongoing challenge requires a comprehensive approach, one that considers the range of factors that influence the gap, many of which are entrenched in our communities and industry.

As a business we are addressing these factors with solutions such as inclusive recruitment, career support, culture, and a comprehensive policy environment. Some of these initiatives are shared below and demonstrate the strides we are taking to ensure all our people thrive at work.

Flex to Thrive policy – Case study

Carmel Veenstra and Melissa Kalemis are employed in a job-share arrangement by DT Infrastructure to undertake the Workforce Development Manager role. The pair bring enthusiasm and a unique offering to the business, with benefits of the model including:

- Shared ideas and solutions, leveraging greater capability
- Dual perspectives, solutions and strategies, maximising outcomes
- Two sets of skills and experience
- A shared motivation and drive owing to part-time hours, enhancing productivity
- A manager available 52 weeks of the year, providing full coverage for the business



Carmel Veenstra & Melissa Kalemis
DT Infrastructure's Workforce Development Managers



National gender equality action plan

DT Infrastructure has formed a working group to develop our National Gender Equality Action Plan (GEAP), designed to create a structured approach to achieving equality in gender representation across the business and closing the gender pay gap.

Guided by the WGEA Gender Equality Indicators, the GEAP will outline strategies and commitments our business has made regarding gender representation at all levels, including senior leadership, bridging the gender pay gap, access to flexible working arrangements, consultation with employees on gender issues and driving a diversity-friendly workplace culture.

Parental leave policy

We have introduced an industry-leading parental leave policy that provides for either parent to access up to 18 weeks leave in the first two years following the birth or adoption of a child, when acting as the primary carer. This leave can also be taken at half pay over a period of 36 weeks, allowing new parents to spend even more time with their children. Two weeks are also able to be utilised as secondary carer's leave.

Our gender-neutral policy allows leave to be taken flexibly in up to two separate blocks, to accommodate diverse family needs. Where both parents work for DT Infrastructure, we offer each parent 18 weeks parental leave.

Since the introduction of our policy in September 2023, we have had over 70 employees take parental leave. Men make up 60% of parental leave applications, with half of these using the leave to undertake primary carer responsibilities. These employees are guided and supported through their parental leave journey by a dedicated resource within our People Services team.

[See 'What our people say – pg 12'](#)

Flex to Thrive policy

DT Infrastructure is committed to providing appropriate flexible working arrangements for all employees to improve work-life balance, increase job satisfaction, enhance productivity and reduce absenteeism.

Our Flex to Thrive policy aims to create a culture in which employees can perform at their best while also achieving our business objectives through increased employee engagement, wellbeing, attraction, retention, productivity, and support of work-life balance. Flex to Thrive options include amendment of start and finish times, remote working (up to 2 days per week), team flexibility and job-sharing options.



Mentoring program

DTI's mentoring program is a well-established initiative led by our Senior Capability Business Partner. Designed to support career growth and skill development, the program connects mentees with mentors across different areas of the business, ensuring alignment with individual development goals. Open to all employees, the program fosters professional growth, expands business insights, and enhances emotional intelligence skills.

Feedback has been overwhelmingly positive, with both mentors and mentees reporting significant benefits, including increased confidence, career progression, and a deeper understanding of the organization. By providing equitable access to guidance, networking, and leadership development, DTI's mentoring program plays a vital role in advancing gender equity, supporting employees of all genders in reaching their full potential.

[See 'What our people say – pg 12'](#)

Graduate program

Our graduate program offers a dynamic and flexible pathway for graduates to build successful careers in the ever-evolving infrastructure industry. With a strong focus on career planning, skill development, and wellbeing, we provide a structured yet adaptable experience that supports both professional and personal growth. Key features include clear learning pathways, mentoring and buddy support, hands-on experience, and financial coaching. Graduates can be inducted at any time throughout the year, ensuring accessibility and flexibility. As our program continues to grow and through targeted recruitment efforts, we are proud to have increased female participation from 35% in November 2023 to 44% in February 2025, reinforcing our commitment to diversity and inclusion.

[See 'What our people say – pg 12'](#)

Regular progress reporting

DT Infrastructure's Senior Leadership team is committed to understanding and driving the progress of gender equality in our business. Each month, the teams report on various key indicators such as: gender pay gap (both rolling & by month), gender representation (overall and in leadership roles), promotions and turnover. This standalone report shines a light on our status and progress to influence key decision making and policy development.

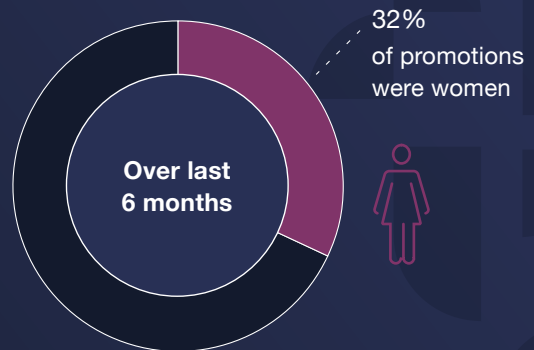
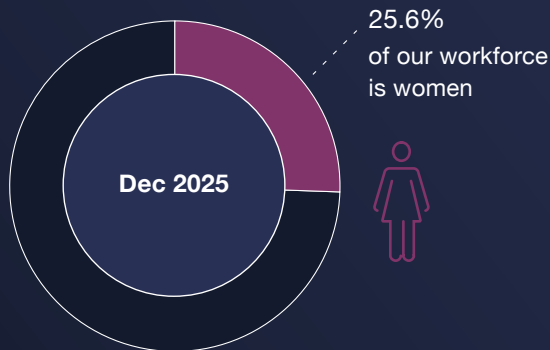
Training and career development

DT Infrastructure is dedicated to fostering career growth opportunities for women in construction. Our training and development programs, such as the WISE program, provide clear career direction, support personal and professional growth and help employees strengthen connections and relationships across our business. By building a supportive network, we empower women to share experiences, develop confidence, and advance their careers. Our programs also promote gender equity by increasing female participation, expanding skill development opportunities, and encouraging male colleagues to act as allies.

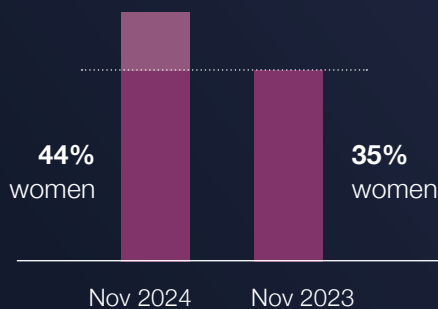
Employee consultation

We recognise the most important information comes directly from our employees. We regularly consult through various working groups, such as our GEAP Working Group and Diversity, Equity, Inclusion and Belonging Committee to ensure the actions being taken match the needs of our employees. Through this consultation, we have developed initiatives such as the provision of sanitary products in our corporate offices, training and development programs such as WISE and the development of a dedicated Women's Health Policy, recognising the specific needs of women in the construction industry and broader workplace.

What the numbers say



Graduate program



Parental leave

since policy inception (Sep 2023)

60% of parental leave applications are men



50% of men taking parental leave undertake primary carer responsibilities



What our people say

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Cindy Verheul, People Services Lead

“As the People Services Lead for DT Infrastructure, I work closely with expectant parents to support them through their parental leave journey. No two parental leave journeys are the same, which is why I take a personalised approach—helping employees plan their leave in a way that works for them while ensuring their plan aligns with company policy and Fair Work requirements.

“Having a dedicated parental leave contact within our People Services team means DT Infrastructure employees always have a reliable and consistent source of support, making what can feel like an overwhelming process much simpler. From the moment an employee starts considering leave, throughout their time away, and as they transition back to work, we provide end-to-end support to ensure they feel informed, prepared, and valued.

“It’s incredibly rewarding to see the impact of one-on-one guidance—not just in reducing stress but in fostering a positive experience during such an important time. When people feel supported, they thrive, creating a lasting positive impact while working at DT Infrastructure.”

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Nick Swete, Senior Electrical Supervisor

Becoming a primary carer for his son was both a demanding and rewarding experience for DT Infrastructure Senior Electrical Supervisor Nick Swete.

Nick has recently returned to work on the NEWest Alliance in Western Australia after accessing parental leave via DT Infrastructure’s revised policy, which provides eligible permanent staff with up to 18 weeks’ paid leave within the first two years after the birth or adoption of a child.

Byron was 17 months’ old when Nick started his leave. Nick said he was very thankful for the opportunity to take time away from work to play a significant role in his son’s development.

“I built an even closer relationship with my child as the primary caregiver and enjoying so much one on one time with him. I took him to all sorts of activities and watched him develop a lot over that time. I learned all the small things about him like his preferences, dislikes and routines,” Nick said.

“The other huge benefit for our family was that it allowed my wife to pursue her career again and made the transition back into the work force a lot easier for her.”

Nick said he felt supported by his managers and the business when applying for paid parental leave and that the process was simple to follow and complete. It has also led to significant ongoing benefits.

“I found the transition easy, though being the full-time carer is definitely as demanding as a full-time job,” he said.

“I was able to spend all that time with our son building an even closer bond. Since I have returned to work, my son and I are very close, and my wife and I are now more equal in our parenting roles.”

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Jade Geddes, People Services Administrator

“Being a part of the DT Infrastructure Mentorship Program since September 2024 has truly been a great experience. At first, the journey was nerve-wracking, as I wasn’t sure what to expect. However, once I got to know my mentor and saw how supportive and knowledgeable they were, I felt much more comfortable and excited about the journey.

Pursuing a career in HR has always been my goal. My mentor has been instrumental in encouraging me to push beyond what I initially envisioned for myself. They have boosted my confidence and made me believe that I can achieve more than I originally thought, by continuously motivating me to be the best version of myself and reach my goals.

A key goal of mine was to build confidence in developing relationships with stakeholders and take pride in the work I presented. My mentor guided me through this by providing valuable advice, constructive feedback, and continuous encouragement.

I often doubted my abilities and felt unsure about establishing strong relationships within the business, but with their support, I have started to believe in myself, and these areas are slowly becoming my strengths.

Through this program, I have learned a lot – both professionally and personally. It has helped me overcome challenges, set clear goals, and understand my role in the company better. I am truly grateful for this experience and for my mentor’s support. I look forward to continuing this journey and hopefully someday paying it forward by mentoring others.”

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Sandy Fernando, Engineering Graduate

“2025 was an incredible year and I was pushed to grow both personally and professionally,” Sandy said.

“I enhanced my problem-solving abilities, honed my skills in project management, time management and cross-functional teamwork, all of which will be invaluable as I move forward.

“I’m especially proud of how much I’ve learned from my hands-on experience on site. Working alongside talented engineers has provided me with critical insight.”

Sandy said she had the opportunity to work with supportive women in the industry, who have been instrumental in helping her navigate challenges.

She also wanted to give a big shout-out to the stations team for their unwavering support—saying teamwork truly makes the dream work!

“A real highlight for me is how rewarding it is to see a project come to life and witness the positive impact it has on the community,” Sandy said.

“Knowing that the work we do not only achieves project goals but also contributes to the betterment of those around us makes the journey truly meaningful.

“As I move into the second year of my program, I’m more motivated than ever to continue developing my skills and contributing to meaningful projects.

“I’m grateful for the opportunities I’ve had so far and excited for what lies ahead!”

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