



Diversity & Inclusion Action Plan

2023–2025

CEO Statement

Each day across all Sunwater sites, our people turn up and deliver on our purpose – delivering water for prosperity. One of the most important things we can do for our people is to ensure every person at Sunwater feels safe, valued and heard.

At Sunwater, we believe that diversity and inclusion (D&I) are not just buzzwords, but fundamental to our one Sunwater culture, creating a strong sense of belonging and driving a sustainable business. We are committed to growing a workforce that is diverse in all aspects, including race, ethnicity, gender, sexual orientation, age, disability, and socioeconomic background.

To turn our commitment into action, we have developed a comprehensive D&I action plan. This plan serves as a roadmap, outlining specific initiatives that Sunwater will undertake to promote diversity and inclusion throughout our organisation. It encompasses a thorough review of our current cultural state, identifying any systemic or structural barriers present in our processes, policies, and practices. Making real and positive change through our D&I action plan is of utmost importance.

As an organisation, we recognise our social responsibility to provide equal opportunities to all individuals. Our D&I initiatives align with this duty of care, ensuring that everyone has a fair chance to thrive and contribute to our collective success. We believe diversity of thought, perspective, and experience drives innovation. By embracing different viewpoints and backgrounds, we create a dynamic and creative work environment that propels us forward.

We firmly believe that everyone at Sunwater plays a crucial role in supporting diversity and inclusion. We encourage everyone at Sunwater to actively engage in our D&I efforts through various means:

- Get involved by participating in D&I programs and encourage others to do the same.
- Take the initiative to educate yourselves about D&I.
- Broaden your understanding and awareness of the challenges faced by under-represented groups.
- Learn from the experiences and insights of others, as this will enrich our collective knowledge.

Everyone has the right to be treated fairly, equally, and feel a sense of belonging within the workplace, in an environment that supports and values diversity and inclusion. This is how our people get to give the best of themselves.

Being a part of diversity and inclusion helps to embed a culture of valuing people, challenging assumptions and taking responsibility for creating a diverse and inclusive place to be a part of at all our sites today and every day. It goes to that genuine sense of care that we have in Sunwater.

Glenn Stockton
Chief Executive Officer



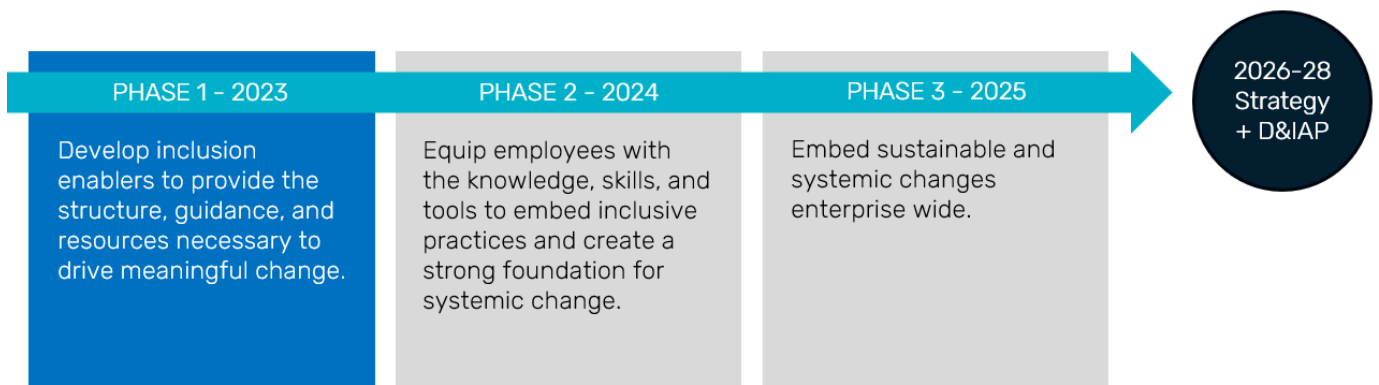
Key themes

Sunwater recognises the substantial advantages diversity and inclusion offers to our organisation, personnel, customers, and stakeholders. This comprehensive plan revolves around four crucial themes: increasing workforce diversity, fostering an inclusive workplace culture, uplifting cultural education, and enhancing our data maturity.



Delivery

The delivery of the 2023–2025 Diversity and Inclusion Action Plan will be executed through a phased approach.



It is important to understand that while the actions for each phase have been outlined, they will be further developed and refined throughout the action plan period. This iterative process allows for ongoing assessment, evaluation, and adaptation to ensure the most effective and impactful strategies are implemented to promote diversity and inclusion within Sunwater.

Phase 1

Phase 1 of the Sunwater Diversity and Inclusion Action Plan will focus on inclusion enablers to support and drive our diversity and inclusion efforts. The inclusion enablers will provide the structure, guidance, and resources necessary to drive meaningful change to create an environment where all employees feel valued, respected, and included. These foundations will ensure we're able to track progress, measure outcomes, and ensure that diversity and inclusion efforts are integrated into the day-to-day operations at Sunwater.

As Sunwater continues to evolve and mature in the realm of diversity and inclusion, we recognise the importance of setting specific measurable targets to drive progress and accountability. While we currently refrain from providing exact percentages of growth or participation, we acknowledge that as we gain deeper insights and understanding, we may introduce specific metrics to further advance our diversity and inclusion efforts.

GOAL	ACTION / DELIVERABLE
Workforce diversity	
Increase representation of diverse people in all levels of Sunwater.	<ul style="list-style-type: none"> Establish employment pathway partnerships. Successful establishment of collaborative relationships with external entities (MOUs) that increase representation in Sunwater. Achieve Work180 endorsement. Continuously work towards improving Sunwater's DEI assessment score. Sign the Veterans Employment Commitment for the Prime Minister's National Veterans' Employment Program.
Develop an Inclusive Language Guide for Sunwater communication channels.	<ul style="list-style-type: none"> Create an inclusive language and social media guideline all internal and external communications.
Inclusive workplace culture	
Improve employee wellbeing and reduce the risk of psychosocial hazards.	<ul style="list-style-type: none"> Review existing platforms and programs, incorporate services specifically designed to support the wellbeing of diverse individuals.
Review People policies and procedures to identify existing anti-discrimination, anti-vilification, and anti-racism provisions.	<ul style="list-style-type: none"> Update policies and procedures to ensure legislative and enterprise agreement requirements are met.
Review Recruitment policies and procedures to ensure the attraction of a diverse talent pool, enhanced employer branding and reputation, and legal and regulatory compliance.	<ul style="list-style-type: none"> Establish standards for interview panel participation e.g., gender representation in interviews. Establish a set of standard advertising channels and media avenues to use to reach and attract diverse jobseekers. Develop a standardised job advertisement template. Branding to be inclusive of promoting endorsements & partnerships (EVP).
Education	
Support the uplift in cultural competence across Sunwater through the development of a cultural learning program.	<ul style="list-style-type: none"> Develop a framework and guideline for implementation of a Sunwater cultural competence program.
Support cultural competence and increase employee awareness of the D&I pillars.	<ul style="list-style-type: none"> Develop, implement, and promote a calendar of events to acknowledge and/or celebrate relevant occasions. Develop consistent branding and themes across all internal D&I communications to build connection and familiarity.
Data maturity	
Develop a benchmark assessment of employee perceptions of cultural inclusion within Sunwater.	<ul style="list-style-type: none"> Develop and deliver an internal cultural inclusion survey. Initial engagement >50%, year 1 >60%, year 2 >70%.
Develop de-identifiable reporting capability to analyse relevant diversity data and insights captured during all phases of the employee lifecycle.	<ul style="list-style-type: none"> Update data fields within the Aurion payroll system to capture diversity metrics during onboarding and throughout the employee lifecycle.

Phase 2

Building upon the foundational elements established in phase 1, phase 2 aims to delve deeper into targeted initiatives and strategies that address the specific needs and challenges identified. During phase 2, we will conduct a thorough analysis of diversity data, employee feedback, industry benchmarks, and emerging best practices. This evaluation will help us identify gaps, challenges, and opportunities for improvement. By leveraging the insights gained, we will develop more specific and tailored strategies and initiatives to drive meaningful change and create an inclusive culture.

GOAL	ACTION / DELIVERABLE
Workforce diversity	
Educate hiring managers on merit-based recruitment and selection, including unconscious bias and discrimination.	<ul style="list-style-type: none"> Create an extensive Recruitment and Selection training module.
Promote and support the development of women in STEM.	<ul style="list-style-type: none"> Participation in the annual Women's Industry Night (WIN) run by The Women's College (UQ). Sponsor at least one table at the Engineers Australia International Women's Day event annually. Commitment to sponsor 2 female engineers per year in the Engineers Australia Emerging Engineers Leadership Program.
Support the transition of veterans into civilian workplaces.	<ul style="list-style-type: none"> Development of a Veteran Career Pathway Program Commitment to CQU Scholarship with support from Wandering Warriors.
Inclusive workplace culture	
Enhance workplace inclusivity by evaluating, adapting and raising awareness of current employee benefits and policies to address diverse needs.	<ul style="list-style-type: none"> Assess current employee benefits and policies. Consider diverse needs such as cultural responsibilities and obligations, parental leave, flexible work arrangements, religious accommodations, and accessibility measures. Provide training and education (drop-in sessions) to raise awareness about the inclusive benefits and policies available.
Mitigate biases and promote fair and equitable hiring practices.	<ul style="list-style-type: none"> Apply de-identifiable settings for applications through the Applicant Tracking System (PageUp).
Attract diverse stakeholders, mitigate legal and reputational risks, and uphold Sunwater's commitment to equality and fairness.	<ul style="list-style-type: none"> Review existing external facing communications to identify any potentially exclusionary or biased language. Revise documents/content where required.
Education	
Strengthen recognition and credibility for dedication within the diversity and inclusion space.	<ul style="list-style-type: none"> Engage in best practice sharing and networking at relevant industry events. Become a member of the Diversity Council of Australia
Data maturity	
Develop and implement a reporting solution to visualise and analyse employee diversity data, internal progression trends, and annual diversity survey findings.	<ul style="list-style-type: none"> Develop PowerBI reporting capability.

Phase 3

Phase 3 of our D&I Action Plan represents an advanced stage in our journey towards creating a truly inclusive and diverse Sunwater. This phase builds upon the progress made in phase 1 and phase 2, as we continue to refine and enhance our D&I initiatives. Phase 3 focuses on embedding sustainable and systemic changes within our culture and practices, ensuring that diversity and inclusion become integral to how we operate.

During phase 3, we aim to integrate D&I considerations into all aspects of our business, from talent management and performance evaluations to leadership development and decision-making processes. This phase involves the alignment of D&I goals with our broader business objectives and the establishment of measurable outcomes that demonstrate the impact of our efforts.

It is important to note that the specific objectives and initiatives in Phase 3 will be developed in alignment with the unique needs and context of Sunwater, and through collaboration with key stakeholders. This phase marks the culmination of our D&I journey thus far, but it also sets the stage for ongoing commitment and continuous improvement as we strive to create a workplace that truly embraces and celebrates the diversity of our workforce.

GOAL	ACTION / DELIVERABLE
Workforce diversity	
Support the transition of aspiring early career female managers into confident, capable, and motivated leaders.	<ul style="list-style-type: none"> Establish partnership with Women & Leadership Australia (WLA) Commitment to sponsor 2 female emerging leaders per year in the "Leading Edge" program.
Support pay equity and equal career progression across diversity dimensions.	<ul style="list-style-type: none"> Analyse data on employee demographics including gender and other relevant diversity metrics. Conduct an objective analysis of Sunwater's remuneration practices. Analyse compensation for comparable roles and adjust to ensure pay equity.
Support the early careers of Aboriginal and/or Torres Strait Island persons.	<ul style="list-style-type: none"> Develop a First Nations graduate/trainee program.
Inclusive workplace culture	
Enhance employee understanding, engagement, and application of diverse cultural perspectives and practices.	<ul style="list-style-type: none"> Integrate cultural learning goals and competencies into the MyGrowth process.
Establish Employee Resource Groups specifically dedicated to supporting diverse individuals.	<ul style="list-style-type: none"> Establish an Aboriginal and Torres Strait Islander, Gender & LGBTQIA+, and Veteran Services support groups.
Education	
Demonstrate commitment to diversity and social responsibility.	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development strategy.
Data maturity	
Embed a HRIS that is optimised for efficient diversity data management, accessibility, and inclusion initiatives.	<ul style="list-style-type: none"> Conduct a detailed assessment of the current HRIS to determine its capacity and suitability for capturing diversity-related data, and its ability to meet the specific needs and goals of Sunwater's diversity and inclusion initiatives. Explore potential alternative HRIS solutions that better align with Sunwater goals.