



# Diversity and Inclusion Action Plan FY2026-28





# First Nations Commitment Statement

Sunwater acknowledges Aboriginal and Torres Strait Islander peoples as the first peoples of this country and Traditional Owners and Custodians of the land and water we rely on. We respect and value their continued sacred connection to Country, including the diverse, rich traditions, languages and customs that are the longest living in the world. We acknowledge their resilience in the face of significant and ongoing historical, cultural and political change within Australia. We recognise and value the importance of truth-telling today, and our role to listen and learn. Our vision for reconciliation is that we are a nation of unity and fairness for all; a nation that owns its history and acknowledges its First Nations peoples, their strength and their living culture.

Our goal is to work together to realise mutual benefits with First Nations peoples through authentic relationships and respect for cultural value; fostering a sense of belonging and pride in our people, community, customers and stakeholders. We can learn so much from Traditional Custodians who have cared for Country for thousands of years in the way we sustainably manage water and land. Going beyond compliance and embedding reconciliation into core business practices and decision making brings to life our purpose of Delivering Water for Prosperity through Valuing People, Working Together and Taking Responsibility.

This commitment has been endorsed by our Board and Executive Leadership team and reflects what our people, communities, and Shareholders expect of us. Aligned with our Code of Conduct, which describes how we work together no matter our role or where we are located, this commitment statement will be enabled through an Aboriginal and Torres Strait Islander recognition, engagement and participation strategy.

# Our strategy



We understand that the employee experience extends beyond the workplace and encompasses our roles within family, home, and community. Our Diversity and Inclusion Strategy is built around three key pillars to reflect and embrace this.

## First Nations participation

We are committed to increasing the workforce participation of Aboriginal and Torres Strait Islander peoples. This includes creating culturally safe and inclusive environments, supporting career development, and aligning with our strategic approach to meaningfully engage First Nations peoples and communities.

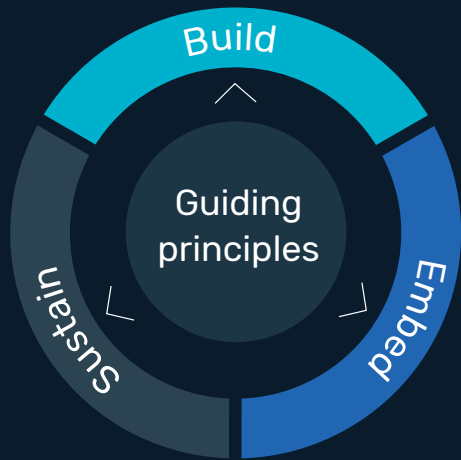


## Gender equity and Women in STEM

Sunwater is committed to increasing the representation of women in leadership roles and STEM-related positions through targeted initiatives. These efforts are essential for achieving gender balance and unlocking the full potential of our workforce.

## Inclusion

We aim to create a workplace where everyone feels valued and empowered to contribute their best. Inclusion encompasses cultural diversity, linguistic diversity, disability, sexuality (LGBTQIA+) and other unique identities. By attracting and retaining a diverse and gender-balanced workforce, we enhance our organisational responsiveness and connection to the communities in which we work and live.



# Our framework

At the heart of Sunwater’s 2026-28 Diversity and Inclusion Strategy is a commitment to continuous progress. Grounded by our guiding principles of Build, Embed, Sustain, our approach ensures that diversity and inclusion are woven into every aspect of our organisation, leveraging the achievements of previous strategies and initiatives to drive meaningful and lasting change.

## Guiding principles

- > Diversity and Inclusion is dynamic and ever evolving. We recognise that as our communities grow and change, our strategies must adapt. Sunwater is committed to continuous reflection, action and improvement to meet the needs of our workforce.
- > Awareness is the cornerstone of inclusion. By understanding diversity, disadvantage, privilege and discrimination, we are better equipped to create an inclusive environment. Training and activities that raise awareness will empower our workforce to champion diversity and strengthen belonging.
- > By openly sharing our Diversity and Inclusion Strategy, progress and challenges, we ensure collaboration, build trust and maintain accountability as we work toward our shared goals.

### Build

This stage focuses on extending and refining the foundational work established during the 2023–2025 strategy. By enhancing existing programs and creating new initiatives, we aim to attract and support a diverse workforce.

- > Enhance targeted employment programs to attract and retain underrepresented groups.
- > Leverage existing partnerships to expand the reach and impact of diversity initiatives.
- > Expand learning and development programs for employees from under-represented groups to increase representation in leadership positions.
- > Refine how diversity and inclusion is measured, tracked and reported including metrics related to recruitment, retention, promotion and employee satisfaction.

### Embed

The embed phase focuses on integrating the principles of diversity and inclusion into the daily operations of Sunwater, ensuring that progress becomes ingrained in our organisational culture.

- > Ensure diversity and inclusion principles are consistently reflected in all people processes such as recruitment, onboarding and performance management.
- > Embed diversity and inclusion into Sunwater’s Employee Value Proposition (EVP), encompassing our culture, opportunities, benefits and overall employee experience.
- > Support the formation of internal diversity Employee Networks, encouraging open dialogue and providing an avenue for connection.
- > Regularly communicate D&I progress and successes through planned internal activities and communications, with input from external experts to provide diverse perspectives and insights.

### Sustain

Sustainability involves maintaining and enhancing the momentum of our diversity and inclusion efforts over the long term. This stage focuses on ensuring that our efforts remain effective and relevant through continuous improvement, celebration of diversity and ongoing employee development.

- > Acknowledge and celebrate those who make significant contributions to Sunwater’s D&I efforts, reinforcing the importance of our values.
- > Regularly monitor, report and review the progress of diversity initiatives to ensure accountability and improvement.
- > Support the sustainable progression of diversity and inclusion initiatives.



## Appendix 1

### First Nations participation

Action(s)	Deliverable(s)	Timeframe
Increase workforce participation for First Nations employees.	Use inclusive advertising and strategic partnerships to achieve First Nations workforce participation targets.	Q4 2028 (ongoing)
Invest in the development of First Nations employees.	Develop bespoke training programs for First Nations employees, equipping them with the necessary skills to access leadership opportunities within Sunwater.	Q4 2027
	Include at least one First Nations-owned recruitment organisation in Sunwater's recruitment supplier panel.	Q4 2026
	Implement cultural competency training for all employees to build understanding and respect for First Nations cultures.	Q2 2027
Support the Sunwater Reconciliation pathway.	Implement actions from the Sunwater Reconciliation pathway and ensure diversity and inclusion efforts align with future pathway actions.	Q4 2028 (ongoing)

### Gender equity and women in STEM

Action(s)	Deliverable(s)	Timeframe
Increase gender balance.	Create promotional content that showcases the achievements of women at Sunwater.	Q4 2028 (ongoing)
	Collaborate with external organisations the specialise in supporting gender diversity e.g. Work180.	
	Participate in career expos and community events that focus on gender diversity e.g. Women's Industry Night (UQ).	
Invest in the development of women to progress through Sunwater.	Leverage the foundational work already accomplished with Engineers Australia and Women in Leadership to implement targeted leadership development programs specifically designed for women. These programs are to focus on building leadership skills and preparing women for senior roles within Sunwater.	Q4 2026
	Establish mentorship and sponsorship initiatives to support the career growth of women in Sunwater.	Q4 2027
	Review and update policies to ensure they support the development and progression of women, including policies related to flexible work arrangements and parental leave.	Q4 2028 (ongoing)

### Inclusion

Action(s)	Deliverable(s)	Timeframe
Encourage workforce participation for culturally and linguistically diverse, disabled and neurodiverse individuals through inclusive advertising and strategic partnerships.	Collaborate with external organisations that specialise in supporting diverse talent.	Q4 2028 (ongoing)
	Participate in career expos and community events that focus on underrepresented groups e.g. Dorrie Day.	
Develop leadership capability to manage a diverse workforce.	Develop and deliver an inclusive leadership and unconscious bias training program.	Q2 2027
Sustain a safe and inclusive workplace.	Establish and support internal employee networks to provide a platform for employees to connect, share experiences, and drive diversity and inclusion initiatives.	Q4 2027
Ensure that resourcing and onboarding processes are inclusive, accessible and culturally appropriate.	Provide training for hiring managers on inclusive recruitment practices.	Q2 2026
	Achieve >80% hiring manager training completion year on year.	Q4 2028 (ongoing)
	Develop and distribute onboarding materials that are accessible to all employees, including providing materials in multiple formats e.g. digital, large print, audio.	Q4 2026