



Diversity and Inclusion Strategy

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.

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Our shared commitment



At Sunwater, we are committed to building on a culture that is equitable, diverse and inclusive. We strive to build a workforce that reflects the diversity of the communities where we work and live, recognising that diversity enriches our connections and drives meaningful progress towards long-term success.

We recognise that some groups experience greater barriers to employment and advancement than others. We aim to create equitable opportunities for all, creating a workplace where fairness and respect are at the heart of our culture.

Our FY2026-28 strategy is built on three key pillars:



First Nations participation



Gender equity and Women in STEM



Inclusion

Through these pillars, we aim to:

- > foster a culturally safe and inclusive environment by increasing representation and creating opportunities for First Nations peoples
- > advance gender equity by supporting the inclusion and leadership of women in science, technology, engineering and mathematics (STEM)
- > build a workplace where all individuals feel valued, respected and inspired to perform at their best

As One Sunwater, we recognise that everyone has a role to play as a leader and champion of inclusive behaviour. This shared responsibility begins with taking ownership of our personal learning and growth and extends to creating an environment where fairness, equality and belonging are upheld.

Through continuous reflection, action and improvement, we commit to strengthening our dedication to equity, diversity and inclusion – both now and into the future.

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.

Our targets



These targets underscore our dedication to creating a more inclusive and equitable workplace while driving innovation and excellence through diverse perspectives.

Category	Current statistics	Sunwater target by FY28
First Nations peoples	1.4%	3%
Gender (female)	34.5%	40%
Women in STEM	26%	30%
Women in leadership	32%	40%
Disability	2.3%	3%
Culturally and linguistically diverse (CALD)	14.3%	20%

Implementation reporting and review



The successful implementation of Sunwater's Diversity and Inclusion Strategy requires clear accountability, consistent action and ongoing evaluation. To support this, a Diversity and Inclusion Action Plan (DIAP) will outline specific initiatives and be reviewed annually to ensure alignment with organisational goals and evolving needs (see Appendix 1).

Roles and responsibilities

The People and Change team will lead the operationalisation of the strategy, ensuring clear communication about D&I initiatives, the rationale for change and the tangible value of fostering an inclusive workplace.

Leaders at all levels will actively embed inclusive practices within their teams, champion participation in D&I initiatives and role model inclusive behaviours to reinforce a culture of belonging.

Representing diverse perspectives from across Sunwater, the Diversity and Inclusion Working Group will act as the driving force behind DIAP initiatives. They will coordinate implementation efforts, monitor progress and ensure feedback loops are in place to refine and improve actions.

Annual reviews and reporting

The Diversity and Inclusion Strategy will be reviewed annually to assess its effectiveness and respond to emerging challenges and opportunities. An Equity and Diversity Audit will be conducted annually, capturing key updates and progress, with findings reported to the Public Service Commission as part of our commitment to transparency and compliance.



Appendix 1 – Action Plan

Appendix 1: FY2026–28 Diversity and Inclusion Action Plan – Updated May 2026

Action(s)	Deliverable(s)	Timeframe
First Nations Participation		
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.	Q4 2027
Increase leadership visibility and accountability	> Include First Nations participation and inclusion outcomes within leadership discussions and annual reporting.	Q4 2028 (ongoing)
Gender equity and women in STEM		
Increase gender balance	> Develop targeted attraction campaigns to increase female applicants across operational, leadership and STEM roles. Create promotional content that showcases the achievements of women at Sunwater.	Q2 2027
	> Expand partnerships with external organisations supporting women in STEM, leadership and operational industries e.g. Work180	Q4 2028 (ongoing)
	> Participate in career expos and community events that focus on gender diversity e.g. Women's Industry Night (UQ).	Q4 2028 (ongoing)
	> Develop apprenticeship, graduate and operational career pathways targeting women.	Q1 2028
Invest in the development of women to progress through Sunwater	> Deliver structured mentoring and sponsorship opportunities for women across 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
Inclusion		
Improve workforce inclusion and belonging outcomes	> Develop a dedicated disability and accessibility inclusion framework.	Q4 2027
	> Introduce recognition within the Annual Awards that celebrates inclusive behaviours and collaboration as part of the Safe & Engaged award category.	Q4 2027
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 e.g. DCA.	Q4 2028
	> Participate in career expos and community events that focus on underrepresented groups e.g. Dorrie Day.	Q4 2028 (ongoing)
Ensure that resourcing and onboarding processes are inclusive, accessible and culturally appropriate	> Provide training for hiring managers on inclusive recruitment practices.	Q2 2026
	> 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
	> Review recruitment and onboarding processes to improve accessibility and cultural inclusiveness.	Q4 2028 (ongoing)