



stanwell

ENERGY'S FUTURE

EQUITY, DIVERSITY AND INCLUSION STRATEGY

FY 2026 - 2028



ACKNOWLEDGEMENTS

Stanwell acknowledges the traditions and cultures of First Nations people, and recognises their continuing connection to land, water and community where we live and work. We respect and honour their Elders, past, present and emerging, and we commit to providing the spark for a bright future together.

Kirralee Costelloe, a Mandanjjji and Noonuccal Woman, was commissioned to create this artwork to mark the official launch of SAMCo in November 2023. The original was painted onto a pair of work boots. The artwork represents SAMCo's journey into wind and solar energy, with the footprints marking the steps taken by our Travelling Service Technicians throughout many First Nations communities throughout Queensland.



WHY DOES EQUITY, DIVERSITY AND INCLUSION MATTER

At Stanwell we have a proud history of adapting and delivering resourceful solutions in an energy industry that is dynamic and evolving.

Stanwell's business is not only focused on generating and delivering energy now, through traditional assets, but looking to how we can innovate and invest in the development and diversification of our asset portfolio to continue to deliver energy generation into the future.

This can only be achieved through our people and with the support of the local communities in which we operate.

Attracting and retaining an engaged workforce as we navigate skills shortages, harnessing diverse perspectives and ideas to tackle complex challenges and the continuing support of our communities provide the platform for us to deliver our business priorities.

Together, we can lead through this industry shift by building a workplace that reflects the diverse communities in which we operate and where our people feel that they belong.



WHAT DOES SUCCESS LOOK LIKE

At Stanwell we have been on a journey to create a workplace that is safe, respectful and inclusive. Each iteration of our Equity Diversity and Inclusion (EDI) Strategy has helped us maintain our attention and clarify what diversity and inclusion means to us.

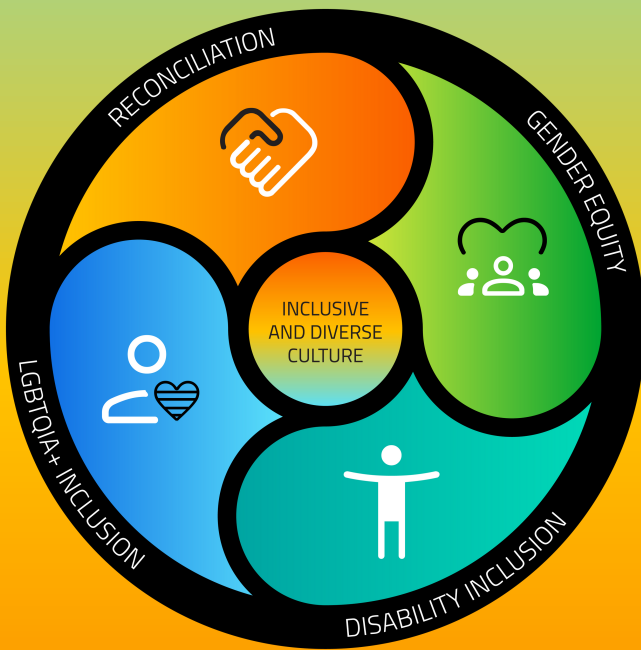
Our 2026 – 2028 strategy continues this journey by building a workplace that reflects the diverse communities in which we operate and where our people feel that they belong.

We recognise that our community and workplace is made up of people with diverse cultural backgrounds, faiths and gender identities. Our overarching goal is to foster a genuine sense of belonging for all, although we also understand that at this stage of our journey, having clearly defined focus areas is essential. These priorities help provide clarity for our people, the organisation and enable us to more effectively deliver on our commitments.

EDI is not only about representation - it is about access, belonging, and equity in how people are treated, heard, and supported to perform.

We will use four focus areas to help direct our actions and continue our momentum:

1. Disability Inclusion
2. Gender Equity
3. Reconciliation
4. LGBTQIA+ Inclusion



LOOKING TOWARDS A BRIGHT FUTURE BY 2035

Our focus will help us to achieve our long-term goals to better reflect the communities we operate in:



Disability Inclusion

An accessible workplace where inclusive design is embedded in our thinking and where people of all abilities can succeed



Gender Equity

Achieving balanced gender representation through a minimum workforce composition of 40:40:20 - 40% women, 40% men and 20% any gender



Reconciliation

A culturally conscious workplace where Aboriginal and Torres Strait Islander peoples are represented across the organisation



LGBTQIA+

A safe and inclusive workplace where all employees feel comfortable to be visible and differences are welcomed

HOW WE STAY ACCOUNTABLE

The overall experience our people have at work is shaped by how we each choose to interact, how we lead, and what values and behaviours are accepted.

In addition to our expected responsibilities as leaders and employees we will continue to support our progress through:

- EDI Working Groups and Ally networks
- Reconciliation Action Plan (RAP) Steering Committee and Local RAP Working Groups
- Respect Contact Officers

We will continue to have metrics in place for each of our focus areas to track our progress over time. Metrics will be confirmed annually taking into account the landscape in which we operate, our progress and longer-term goals.

Key actions



Clarify the roles and responsibilities of our EDI Working Groups to empower them as change agents to improve business outcomes



Develop ally networks to improve ways for our people to connect



Enhance resources and content available to our people across all focus areas



Improve metrics and data available to enable our people to own, monitor and make improvements along our journey

Note: We are referencing the financial year when we refer to years in this strategy.

WHAT OUR COMMITMENT LOOKS LIKE

One in five people in Australia have a disability. While mobility impairments are often the most recognised, many disabilities are not visible, affecting mental health, sensory processing, neurodiversity and other mobility functions.

Approaching accessibility and inclusion in new ways for people with disabilities better reflects our communities, creates a sense of belonging and engages untapped talent.

Stanwell will build the foundations for disability inclusion by improving awareness, inclusion practices and workplace accessibility, creating an environment where people with disabilities are empowered to participate and feel they belong.



We will focus on

- Developing guidelines for application of Universal Design principles in the creation and review of new products, services and environments.
- Review systems that collect disability data to ensure data is captured safely and respectfully, encouraging employees with disabilities to self-identify.
- Building capability of leaders and the People and Culture team to champion inclusive practices that empower employees with disabilities.



Policy outcome

- Develop a Workplace Adjustment policy by 2027 to proactively provide opportunities for employees and job applicants to request workplace adjustments that enable them to perform the essential requirements of their role.



Key measures

- Benchmark the experiences of our employees with a disability to identify opportunities for improving inclusion.
- Develop the capability of leaders on inclusive practices and accessibility within an operational context.
- Review digital products and platforms to ensure they meet relevant Web Content Accessibility Guidelines (WCAG) Standards.
- Audit our physical environments to identify barriers to participation and improve accessibility.
- Review Stanwell processes and practices, such as travel and offsite facilities, through Universal Design principles to improve accessibility.
- Achieve an increase in employees with self-nominated disabilities.
- Partner with at least one disability-focused recruitment service.



Memberships

- Explore membership with a disability inclusion organisation and have at least one in place by 2027.

WHAT OUR COMMITMENT LOOKS LIKE

At Stanwell we have been working to improve gender balance in our workforce. While we have made some progress, a large percentage of our employees are still men.

Our focus on balancing gender equity has brought benefits for everyone: it has helped make flexible work more accessible for all employees, supported employees to better balance work and life responsibilities, and started challenging outdated expectations that have traditionally presented barriers for employees pursuing career goals.

Together we can continue to build a workplace that values all genders and is safe and supportive for all.



GENDER
EQUITY



We will focus on

- Ensuring leadership pathways and succession planning include balanced and accessible opportunities, providing mentorship and development support for women where appropriate.
- Increasing the number of women in technical and trade roles by actively building strong talent pipelines and leveraging early career programs.
- Continue to support men by shifting gender stereo types and supporting men to prioritise their health.
- Preparing for future skills shortages by working with industry to find better ways to attract women into critical skills areas of the energy sector.



Policy outcome

- Review our talent and succession planning processes to identify opportunities to improve our pipeline of diverse talent.



Key measures

- Continue to increase the percentage of women in Stanwell, including women in leadership and technical and trade roles.
- Improve opportunities to consider broader talent pools through advertising operational vacancies in the external market.
- Explore and respond to gender stereo type barriers experienced by male employees at Stanwell and focus on men's mental health through advocacy and events.
- Strengthen our senior women's network to create mentorship/sponsorship opportunities for women, pairing them with senior leaders to guide career progression.
- Engage with the Energy Group of the Champions of Change Coalition or other industry partners to influence more gender balanced participation in critical skills such as engineering and technology.
- Track applications through the talent acquisition process by gender to monitor the impact of Employee Value Proposition efforts.



Memberships

- Champions of Change Coalition - Energy Group
- Maintain accreditation as an endorsed Work180 employer
- Explore membership with one female networking organisation and have one in place by 2026.

WHAT OUR COMMITMENT LOOKS LIKE

We are committed to reflecting the diversity of the communities that we operate in and recognise the importance of the Aboriginal and Torres Strait Islander communities in the regions where we operate. We are dedicated to building Stanwell's internal cultural consciousness to foster strong relationships, cultural inclusion, and sustainable economic opportunities for Aboriginal and Torres Strait Islander people.



RECONCILIATION



We will focus on

- Providing clearer frameworks, including a cultural governance framework, to support a structured approach to embedding Aboriginal and Torres Strait Islander peoples' perspectives, rights, and values within Stanwell's corporate governance and operations.
- Strengthening recruitment pathways, ensuring our practices support Aboriginal and Torres Strait Islander applicants.
- Supporting our leaders and people on their cultural consciousness journey to enable strong relationships and a culturally safe workplace.



Policy outcome

- Develop a Cultural Governance Framework to ensure sustainable structures are in place to support employees and leaders.



Key measures

- Continue to grow trusted relationships with the Aboriginal and Torres Strait Islander communities in the communities we operate in.
- Establish and deliver an Innovate Reconciliation Action Plan.
- Review Stanwell's Aboriginal and Torres Strait Islander people employment strategy, including actions to support early careers and leadership opportunities.
- Implement a cultural consciousness framework to empower leaders and employees with improved cultural capability and knowledge.
- Increase the representation of Aboriginal and Torres Strait Islander employees.
- Partner with at least one First Nations-focused recruitment service.



Memberships

- Reconciliation Australia
- Supply Nation or similar organisation for verified Aboriginal and/or Torres Strait Islander businesses

WHAT OUR COMMITMENT LOOKS LIKE

Creating a safe and inclusive environment for LGBTQIA+ employees, customers and stakeholders builds on our respectful workplace framework, ensuring we all have a workplace where people feel they can contribute their experiences and perspectives.



We will focus on

- Raising awareness and understanding of LGBTQIA+ inclusion through training and opportunities to actively engage as an ally.
- Supporting the use of inclusive language in policies, communications, and interactions.
- Ensuring that workplace practices and facilities are inclusive of all genders and sexual orientations.



Policy outcome

- Review our people systems and associated reporting to ensure language is inclusive of all genders by 2026.



Key measures

- Benchmark the experiences of our LGBTQIA+ employees to identify opportunities for improving inclusion.
- Identify allyship opportunities to encourage active support from non-LGBTQIA+ employees.
- Audit bathrooms and facilities and identify a plan to ensure spaces are safe and inclusive.
- Build Stanwell's reputation as an employer of choice for LGBTQIA+ individuals through external partnerships and events.



Memberships

- Explore membership with an LGBTQIA+ inclusion organisation and have one in place by 2027.



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