

# Policy (Board Approved)

## Equity, Diversity and Inclusion

### Document Number – PEO-POL-24

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#### 1.0 Policy Statement

Stanwell Corporation Limited (Stanwell) supports its employees by building an equitable, diverse and inclusive workforce that reflects our organisational values and the communities in which we operate. We are committed to promoting a safe and respectful workplace culture through modelling inclusive leadership and respectful workplace behaviours.

This policy is supported by Stanwell's Equity, Diversity and Inclusion Strategy and Framework.

#### 2.0 Scope

This policy applies to Stanwell's employees and directors and to all contractors and consultants working for or at Stanwell (our **people**).

#### 3.0 Purpose

Stanwell is committed to fostering a workplace that is safe, respectful, and inclusive. This policy outlines Stanwell's commitment to providing a workplace that embraces equity, diversity and inclusion.

#### 4.0 Our values – Equitable, Diverse and Inclusive Workplace

At Stanwell, we recognise that inclusion of diverse people is key to increased innovation, productivity and operating efficiency in any organisation, and is particularly important when an industry is in transition.

As we respond to the challenges of transitioning away from coal-fired power generation to a renewable future, we understand that taking positive steps towards equity, diversity and inclusion will be the key to building teams with the capability and culture to succeed.

Our future workforce needs will require that we break down barriers that may prevent diverse talent from entering our business so that we may attract, retain and engage from a diverse talent pool to meet future workforce needs and maintain capability within the business. We will also need to foster a culture that values and harnesses the power of difference to create and maintain high performing teams.

A more diverse workforce will also ensure that the Stanwell workforce reflects the communities in which we operate. This will enhance relationships with our customers, our key stakeholders and the communities in which we operate.

An equitable, diverse and inclusive culture is a reflection our values – *We care, We adapt and We deliver*.

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APPROVED BY: Board

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<p><b>We care by:</b></p> <ul style="list-style-type: none"> <li>• Focusing on our health, safety and wellbeing.</li> <li>• Looking after each other, the environment and our community.</li> <li>• Being inclusive and communicating openly.</li> <li>• Respecting and helping each other grow and succeed.</li> </ul>	<p><b>Value-based actions for equity, diversity and inclusion:</b></p> <ul style="list-style-type: none"> <li>• Supporting the health and wellbeing of our people through the creation of a psychologically safe work environment, free from unacceptable behaviours.</li> <li>• Recognising, respecting and taking into account the needs and interests of our people and communities.</li> <li>• Supporting our people to reach their full potential by providing a workplace where people are comfortable to be themselves and perform at their best.</li> <li>• Communicating openly to achieve the best solutions and ideas by enabling us to tap into the diverse perspectives, experiences, and knowledge of our workforce.</li> </ul> <p>Attracting, engaging and retaining diverse talent.</p>
<p><b>We adapt by:</b></p> <ul style="list-style-type: none"> <li>• Embracing change and new ideas.</li> <li>• Working together and sharing learnings.</li> <li>• Encouraging questions and different perspectives.</li> </ul>	
<p><b>We deliver by:</b></p> <ul style="list-style-type: none"> <li>• Keeping our commitments and trusting each other.</li> <li>• Making responsible commercial decisions.</li> <li>• Owning our actions and outcomes.</li> </ul>	

## 5.0 How Stanwell Supports Equity, Diversity and Inclusion

### 5.1 Framework

Stanwell's Equity, Diversity and Inclusion Strategy (Knowing, Doing, Being) provides a high-level overview of Stanwell's staged approach to fostering an equitable, diverse and inclusive culture.

#### Knowing

To raise awareness, create a deeper understanding and encourage reflection, Stanwell will:

- Engage working groups on conversations around equity, diversity and inclusion.
- Engage the Executive Leadership Team in conversations around how equity, diversity and inclusion can enhance our culture and business outcomes.
- Educate the business on what equity, diversity and inclusion is and why it is important.
- Challenge existing processes to ensure there are no barriers facing employees, particularly under-represented groups.

#### Doing

To strengthen processes, practices and leadership, Stanwell will:

- Focus on strengthening and adapting policies, processes and practices to ensure that they support a diverse and inclusive workforce.
- Focus on ensuring Stanwell has inclusive leadership by continuing to develop leaders.
- Ensure decision-making practices maximise the benefits a diverse and inclusive workforce can bring.

#### Being

Stanwell will:

- Have an inclusive culture that attracts and retains a diverse workforce.

- Have diversity of thought, experience and opinion which is valued and core to decision making and how to do business.
- Continue to build workforce diversity.

## 5.2 Focus areas for equity, diversity and inclusion

Stanwell's equity, diversity and inclusion focus areas underpin the Equity, Diversity and Inclusion Strategy (Knowing, Doing, Being) and provide a framework for the development and implementation of equity, diversity and inclusion initiatives.

These focus areas are:

- **Equitable, diverse and inclusive culture:** This focus area is central to the Equity, Diversity and Inclusion Strategy as it supports the achievement of all other focus areas. An equitable, diverse and inclusive culture promotes psychological safety and embraces peoples' unique differences.
- **Reconciliation:** Supporting the communities in which Stanwell operates and strengthening the relationship with Traditional Owners through the implementation and progression of the *Reflect* Reconciliation Action Plan.
- **Age diversity:** Building a pipeline of talent to support Stanwell now and into the future. This also ensures there is a diverse workforce across all positions, not just entry level, or leadership roles. This includes the engagement of younger talent (25 years and under) and creating a talent pipeline for those transitioning to retirement (60 years and over).
- **Gender equity:** Enabling women and people of non-binary gender(s) to have equitable access to opportunities by removing perceived and physical barriers so that they can freely contribute their ideas, knowledge, perspectives and talents.
- **Respect:** Creating the foundations of a safe and respectful culture through the prevention of unacceptable behaviours occurring in the workplace. Prioritising early intervention, respectful transparency and embedding people centric principles in our processes, systems and response so that we all feel safe, respected and heard in the workplace.

## 5.3 Building an equitable, diverse and inclusive workplace

Stanwell designs our people policies, systems and practices to support an inclusive and diverse culture. These are outlined below.

- **Recruitment and selection:** Recruitment and selection processes have been designed to ensure that Stanwell finds the best people for Stanwell (see Recruitment, Selection and Appointment Procedure PEO-PROC-23).

These processes are structured to promote equal employment opportunity, eliminate bias and to enable consideration of a diverse range of candidates.

- **Employee engagement:** Stanwell frequently engages with the workforce to understand their views on promoting and supporting equity, diversity and inclusion.
- **Learning and capability:** Stanwell's learning programs have been designed to build future capability and leverage diverse skillsets. Leadership capability is also continuously developed to role model inclusive leadership behaviours and drive inclusive team cultures (see Learning and Capability Development Procedure PEO-PROC-48).
- **Remuneration:** Stanwell is committed to gender pay equity with our remuneration framework and systems designed to eliminate bias and provide equal access rights to all employees, regardless of gender. Gender pay analysis is conducted biannually to compare remuneration for 'like for like' roles to ensure there is no pay differentials that cannot be explained by experience, merit, performance or enterprise agreement obligations.
- **Job design:** Stanwell recognises that employees at all levels, backgrounds and experience have unique needs and preferences for flexibility. A range of flexible work arrangements are offered in accordance with the Flexible Work Arrangements Procedure (PEO-PROC-09).

- **Talent and succession planning:** Stanwell applies equity, diversity and inclusion principles to talent review and succession planning processes to drive diversity at all levels.
- **Health and wellbeing:** The Health and Wellbeing Strategy supports equity, diversity and inclusion by the provision of targeted health initiatives that are inclusive of all workers. Equity, diversity and inclusion is a permanent agenda item in Health and Wellbeing Strategy Group meetings to ensure topics are regularly discussed and considered for all planned health and wellbeing initiatives.
- **Future pathways:** Stanwell is committed to progressing the Environmental, Social and Governance platform through a Future Pathways Framework that creates future opportunities and choices for our workforce. The Framework has a focus on the diverse knowledge and experience of our workforce and the role they play in Stanwell’s future business and in the broader energy industry. Fundamental to the development of future options and opportunities, is ensuring that our people feel respected, included and informed about their choices at Stanwell.

## 6.0 Reporting

Stanwell reports on progress towards the Equity, Diversity and Inclusion Strategy and focus areas to the Executive Leadership Team, the People and Safety Committee and broader workforce.

## 7.0 Breaches of this Policy

Stanwell takes its commitment to encouraging and promoting an equitable, diverse and inclusive workplace seriously. Breaches of this policy may result in disciplinary action, in accordance with the provisions specified in policies, procedures and Enterprise Agreements.

## 8.0 Responsibilities

Everyone is accountable for supporting an inclusive and diverse work environment at Stanwell.

Accountability	Requirement
Board	<ul style="list-style-type: none"> <li>• Sponsor Stanwell’s Equity, Diversity and Inclusion Strategy.</li> <li>• Provide governance and ensure the organisation has taken reasonable steps to eliminate unacceptable behaviours in the workplace.</li> <li>• Approve the Equity, Diversity and Inclusion Strategy and Equity, Diversity and Inclusion Policy.</li> </ul>
Executive Leadership Team	<ul style="list-style-type: none"> <li>• Champion Stanwell’s vision of a diverse and inclusive workforce.</li> <li>• Monitor the implementation and allocate responsibilities and resources appropriately.</li> <li>• Endorse the Equity, Diversity and Inclusion Strategy.</li> </ul>
Leaders	<ul style="list-style-type: none"> <li>• Ensure employees are informed and aware of Stanwell’s commitment to equity, diversity and inclusion.</li> <li>• Lead by example by promoting an equitable, diverse and inclusive culture.</li> <li>• Ensure team members complete compulsory training.</li> <li>• Actively identify and eliminate any barriers to equality of opportunity in employment.</li> <li>• Seek help and advice from the People and Culture team as required to ensure this policy is applied appropriately.</li> </ul>

Employees	<ul style="list-style-type: none"> <li>• Comply with obligations under relevant policies, procedures and legislations.</li> <li>• Understand what it means to value diversity and the attributes of an inclusive workplace at Stanwell.</li> <li>• Complete all compulsory training including induction and refresher training.</li> <li>• Contribute to promoting an inclusive workplace by valuing and respecting others' differences.</li> <li>• Be an active bystander and provide feedback on behaviours that do not align with Stanwell's commitment to a diverse and inclusive workforce.</li> </ul>
Equity, Diversity and Inclusion Community of Practice	<ul style="list-style-type: none"> <li>• Champion Stanwell's vision of a diverse and inclusive workforce.</li> <li>• Assist in the implementation of processes and initiatives that support the delivery of the Diversity and Inclusion strategy.</li> </ul>
Manager Equity, Diversity and Inclusion	<ul style="list-style-type: none"> <li>• Lead and drive the implementation of Stanwell's Equity, Diversity and Inclusion Strategy.</li> <li>• Lead the Equity, Diversity and Inclusion Community of Practice and site working groups.</li> <li>• Partner with Executives, Managers and People and Culture to develop and implement strategies and create an inclusive culture across Stanwell.</li> <li>• Lead the development and implementation of strategies and metrics for the continuous monitoring and evaluation of equity, diversity and inclusion initiatives.</li> <li>• Lead research projects into current and emerging trends in relation to equity, diversity and inclusion.</li> <li>• Report the progression of the Equity, Diversity and Inclusion Strategy to the Executive Leadership Team and People and Safety Committee on a regular basis.</li> <li>• Lead reviews of the Equity, Diversity and Inclusion Strategy and Policy.</li> <li>• Provide specialist advice to the Equity, Diversity and Inclusion Community of Practice.</li> <li>• Lead the implementation of strategies to eliminate gender pay gap and deliver gender pay equity across Stanwell.</li> <li>• Lead and support the Chair of the Reconciliation Action Plan Working Group.</li> </ul>
People and Culture	<ul style="list-style-type: none"> <li>• Promote the value of an equitable, diverse and inclusive workplace.</li> <li>• Embed Stanwell's commitment to a diverse and inclusive workforce in plans, policies, procedures and new initiatives.</li> <li>• Assist leaders to apply the policy appropriately.</li> </ul>
Equity, Diversity and Inclusion Working Groups	<ul style="list-style-type: none"> <li>• Promote and deliver messages and initiatives to their immediate and broader functional team to support the achievement of the Equity, Diversity and Inclusion Strategy.</li> <li>• Seek feedback and suggestions from their immediate and broader functional team to discuss with the diversity and inclusion working group.</li> <li>• Plan and coordinate equity, diversity and inclusion events on their site, seeking approval from the equity, diversity and inclusion Community of Practice as required.</li> <li>• Communicate areas of continuous improvement that fall outside of the working group scope to the Equity, Diversity and Inclusion Community of Practice.</li> </ul>

## 9.0 Review, Consultation and Communication

### Review:

This Document is required to be reviewed, as a minimum, every 2 years. This document is also required to be reviewed if there are any changes to the Equity, Diversity and Inclusion Strategy.

### Consultation:

Consultation is to take place with the Equity, Diversity and Inclusion Community of Practice, Executive General Manager Business Services and broader Executive Leadership Team.

### Communication/Requirements after Update:

This policy is available electronically via GenNet and Stanwell.com

## 10.0 Definitions

Equity	Providing differing levels of support and assistance depending on specific needs or abilities. It refers to taking positive steps to achieve fair outcomes for people and groups that experience systemic barriers in Stanwell and the broader community, and not just the avoidance of discrimination.
Diversity	Diversity refers to all the ways in which we differ. For example, differences among people with respect to age, socio-economic background, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences.
Inclusion	Inclusion is defined as the achievement of an environment in which all individuals feel, and are treated, fairly and respectfully, have access to opportunities and can freely contribute their perspectives and talents.
Reconciliation	Reconciliation refers to the strengthening of relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. Reconciliation is based and measured on five dimensions: historical acceptance, race relations, equality and equity, institutional integrity and unit.
Unacceptable behaviour	Behaviour that includes workplace violence, sexual harassment, unlawful discrimination, harassment, vilification, bullying and victimisation.

## 11.0 References

This policy should be read in conjunction with other policies, procedures and documents that define and support Stanwell's commitment to an inclusive and diverse workplace. These include:

- GOV-POL-30 - The Way We Work at Stanwell (our Code of Conduct)
- PEO-POL-25 - Respectful Workplace Policy
- PEO-PROC-80 - Respectful Workplace Procedure
- GOV-PROC-39 - Managing Performance and Conduct Procedure
- GOV-PROC-36 - Protected Disclosure Procedure
- GOV-POL-29 - Whistleblower Protection Policy
- PEO-PROC-47 - Employee Leave Entitlements Procedure
- PEO-PROC-09 - Flexible Work Arrangements Procedure
- PEO-PROC-23 - Recruitment, Selection and Appointment Procedure
- PEO-PROC-48 - Learning and Capability Development Procedure
- Equity Diversity and Inclusion Strategy

- Respect Framework
- *Reflect* Reconciliation Action Plan

Legislation (as amended or replaced from time to time) includes:

- *Anti-Discrimination Act 1991* (Qld)
- *Human Rights and Equal Opportunity Commission Act 1986* (Cth)
- *Disability Discrimination Act 1992* (Cth)
- *Racial Discrimination Act 1975* (Cth)
- *Sex Discrimination Act 1984* (Cth)
- *Work Health and Safety Act 2011* (Qld)
- *Fair Work Act 2009* (Cth)

## 12.0 Revision History

Rev. No.	Rev. Date	Revision Description	Author	Endorse/Check	Approved By
0	22.12.2022	Document created	Kaila Sutherland	PSC	Board
1	03.08.2023	Definitions and document updated for consistency with Respectful Workplace Policy.	Darren Hopper	PSC	Board