

Diversity, Equity and Inclusion Plan 2026–28



*Empowering our people through
inclusive, values-led action*

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SA Power Networks Group CEO introduction



At SA Power Networks and Enerven, we understand that strength lies in the diversity of our people and in our ability to foster an inclusive workplace where every individual feels valued, respected and supported to deliver their best. This commitment is fundamental to both our organisation’s success and our role in serving the diverse South Australian community.

The **Diversity, Equity and Inclusion (DEI) Plan 2026–28** is a reflection of our vision: enabling the transformation of energy services for a better tomorrow. It maps out our commitments to creating a workplace where everyone feels safe, included, and empowered to contribute meaningfully. By doing so, we ensure that our workforce represents the diverse customers we serve and is equipped to rise to the challenges of a changing world.

The DEI Plan underpins two of our strategic goals: maintain our culture and develop our people, and strengthen our safety performance. It was developed through extensive engagement with our people, and the insights gained have shaped the themes and helped define the specific actions within this Plan. Thank you to everyone who contributed to this process; your perspectives have been invaluable, and your voice has directly influenced our aspirations for a diverse, equitable and inclusive workplace.

Our Executive Leadership Team fully endorses the commitments outlined in the DEI Plan and will advocate for meaningful progress. Together, we are committed to building pride, wellbeing, and productivity across our organisation, so that we are better prepared to serve our customers and the communities where we work.

I encourage every one of you to play an active role in bringing this plan to life. Across the SA Power Networks Group, it is our shared actions that shape the culture we experience every day and the way we show up for each other. That’s how we build a workplace where people feel respected, included and supported to contribute their best, while strengthening the trust our communities place in us.



Andrew Bills
CEO, SA Power Networks Group
DEI Executive Sponsor



Enerven CEO introduction



At Enerven, creating a workplace where people feel safe, valued and able to contribute is fundamental to how we work. Our strength comes from our people, and we know that strong performance is built with diverse thinking.

The Enerven Diversity, Equity and Inclusion (DEI) Plan 2026–28 provides a clear roadmap for strengthening inclusion across our business. It focuses on building inclusive teams, enhancing performance and improving outcomes. The Plan is reaffirming our commitment to continuing to create an environment where everyone feels respected, can grow and be heard.

As we continue to expand our footprint across Australia, building an inclusive workplace is critical to how we deliver for our customers. We want to ensure that our workforce reflects the diverse communities we serve and be equipped to meet to the challenges of an everchanging world.

The DEI Plan supports our strategic objectives to foster and maintain our culture so we can attract and grow our diverse national workforce with an underlying absolute commitment to safety. Shaped by the insights from our people, the Plan outlines four key pillars, supported by 22 actions that will guide how we attract, develop and support our people over the next three years.

Our Senior Leadership Team is fully supportive of this Plan and is committed to driving meaningful, lasting change. Inclusion is embedded in how we lead, collaborate and deliver every day.

We all perform at our best when we feel safe, valued and included. It's how we achieve better outcomes for our customers and create a workplace where people can bring their whole selves to work.

I encourage you to take the time to read the Plan, start conversations with your team and think about how each of us can play a part in bringing this Plan to life.



Richard Amato
CEO, Enerven
DEI Executive Sponsor



Our value and impact framework

Enerven is a trusted national business that is at the forefront of Australia’s energy sector transformation. We support customers across the country to find more economical and sustainable energy solutions, guided by our purpose, **Connecting you with tomorrow**, and our vision, **Enabling the transformation of energy services for a better tomorrow**. This passion to deliver excellence for our customers is underpinned by our five key pillars – **People, Growth, Operational Excellence, Customer and Performance** – which drive how we plan, make decisions and track our progress.

Our People Pillar recognises that none of our outcomes are possible without a workforce that is supported to do its best work. The way we work together, develop capability, and create safe, inclusive environments directly affects safety, reliability, and the service we provide to customers and the community.

People Pillar focus

- To maintain our culture and develop our people.
- To strengthen safety performance.

This DEI Plan supports our People goals by **maintaining a strong and positive culture** built on inclusion, respect and diverse perspectives, and by **developing our people** through equitable access to opportunities that strengthen capability and engagement. It also reinforces our commitment to **safety performance** by fostering an environment where every individual feels valued, heard and safe to contribute. This enables safer behaviours and high-quality outcomes for our people and our customers.

Why this matters

Enerven is committed to delivering the electrical infrastructure and telecommunications solutions that connect communities and enable a more sustainable, resilient energy future. As Australia accelerates toward net-zero targets, demand for renewable generation, transmission infrastructure and large-scale connection projects continues to grow. Enerven plays a critical role in this transformation by supporting power generation, transmission and distribution nationwide, helping customers access more economical and sustainable energy solutions.

As the energy landscape becomes more complex, we are driving our own internal evolution – how we plan and deliver work, how we manage risk and safety, and how we innovate alongside customers and partners. These changes require new ways of thinking, collaborating and leading, reinforcing the importance of a diverse, inclusive and capable workforce that can rise to the challenges of a rapidly transforming energy system.

This work calls for people with diverse skills, experiences and backgrounds. As an organisation, it is our commitment to create an environment where our people feel included and empowered to contribute new ideas and help us, and each other, achieve our goals within a respectful and supportive culture.

A diverse, equitable and inclusive culture at Enerven benefits everyone.

Our Purpose

Connecting you with tomorrow

We are

A trusted national business that plays a key role in enabling the transformation of the energy sector by helping our customers find more economical and sustainable energy solutions.

Our Vision

Enabling the transformation of energy services for a better tomorrow

Focus on

People

Growth

Operational Excellence

Customer

Performance

Diversity, Equity and Inclusion explained

Our view of **diversity** encompasses all the differences we bring to work. It includes differences such as cultural background, gender, age, hidden disabilities, as well as deeper ways we are diverse such as thinking approaches and experiences.

We also commit to **equity**, which is about fairness. A focus on equity achieves this by providing support that varies according to individual needs, circumstances, and historical or systemic inequities. Our plan is designed to remove systemic barriers and biases that limit opportunities for under-represented talent.

Inclusion means fostering a workplace where everyone feels they matter, can be themselves, and are trusted to make meaningful contributions, with the safety to share ideas, concerns, and raise questions – because trust and belonging are essential to our people’s success and to SA Power Networks Group’s ability to deliver for our customers.



Equality: Same for everyone



Equity: Providing support that recognises differences understanding the barriers, circumstances and conditions

Source: <https://www.communicatehealth.com/wehearthealthliteracy/things-we-a-new-way-of-looking-at-equity/>

How we developed this Plan

This Plan is the result of extensive engagement throughout the business in 2025. We invited 13% of our people across the SA Power Networks Group to participate in focus groups and interviews to provide input on what’s working well and where we need to improve to support a diverse, equitable and inclusive workplace.

This process was facilitated by an independent consulting firm, Diversity Partners.

The themes from the engagement sessions have helped to shape the pillars and actions in this Plan.

“...it’s the first place where flexibility is genuinely supported”



Joselle
Lead Contract Administrator

With over 15 years industry experience in legal and commercial roles, mostly in environments that have traditionally employed more men, flexibility often felt out of reach. I used to joke that I never stayed anywhere longer than two years, usually because juggling a young family with demanding roles led to burnout. I have now been at Enerven for seven years, my longest role, and that’s largely because it’s the first place where flexibility is genuinely supported. Being part of the Women of Enerven Network reinforces that we are valued as whole people, not just for the roles we perform.

Diversity, Equity and Inclusion

Empowering our people through inclusive, values-led action

Supporting this commitment are our four key DEI pillars:

Inclusive and safe culture

Support respectful and inclusive interactions and behaviours wherever we work

WHY? A truly inclusive and safe culture enables everyone to contribute their best, which is why we expect respectful behaviour, inclusive actions, and a strong focus on both physical and psychological safety. When people feel valued, supported to speak up, and recognised for their performance and potential, they collaborate more openly, take greater ownership, and strengthen trust across the organisation. This sense of belonging and cultural strength helps us attract and retain diverse talent and ensures we deliver safe, high-quality outcomes for our customers, even in a time of rapid change.

Dependable

Collaborative

Diversity of thinking

Encourage and promote diversity of thinking and collaborative approaches

WHY? Diversity of thinking broadens our perspectives, helping us challenge assumptions, reduce blind spots, and make better decisions, which is why we actively promote varied viewpoints and collaborative approaches within our teams. When people feel encouraged to share new ideas, questions, and concerns, we generate more innovative thinking, strengthen organisational capability, and improve our ability to meet customer needs. Valuing diverse perspectives helps us continuously improve and stay adaptable in an increasingly complex environment.

Collaborative

Equity

Build pathways and support development opportunities for under-represented talent

WHY? Equity ensures everyone has fair access to opportunities, which is why we work to remove barriers, attract qualified people from diverse backgrounds, and support their development through a range of development programs focused on continuous growth. By intentionally developing under-represented talent, we strengthen our overall capability, build a more representative workforce, and tap into skills and perspectives that might otherwise be overlooked. These equitable pathways improve retention, enhance our leadership pipeline, help us meet our legislative obligations under the *Workplace Gender Equality Act 2012*, and assist in delivering better outcomes for customers by reflecting the diversity of the communities we serve.

Proactive

Collaborative

Accessibility

Strengthen inclusion and accessibility for current and future members of our workforce

WHY? Accessibility ensures that every current and future team member can fully participate and succeed, which is why we work to remove physical, digital, and structural barriers while challenging exclusionary behaviours and biases. This commitment strengthens wellbeing, productivity, and pride in our work, enabling us to better represent and serve the diverse communities we support.

Proactive

Dependable

Our shared responsibilities under these pillars help build a diverse, equitable, and inclusive workplace aligned with our Values.

Our DEI Plan Commitments

Inclusive and safe culture

Support respectful and inclusive interactions and behaviours wherever we work

Objective

Build a culture where people understand the value of diversity, equity and inclusion, and consistently demonstrate inclusive behaviours, through education and communication.

Action	Timeline			Responsibility	Measures
	2026	2027	2028		
1. We will develop and share across the organisation plain language tools to support a culture of inclusion, such as ‘myth-busting’ Q&A document.	●			Lead: DEI Lead Support: P&C Communications Business Partner, P&C Change Partner	
2. We will leverage leadership development programs to support our leaders to embed inclusive leadership practices into their everyday work.	●	●	●	Lead: General Manager People & Culture	<ul style="list-style-type: none"> • Workplace Gender Equality Agency (WGEA) Targets • Employee Engagement metric increase • Retention of women • Increases in underrepresented groups
3. We will deliver psychosocial safety education for Leaders and our people.	●	●	●	Lead: Wellbeing Manager	
4. We will educate hiring managers on the impacts of unconscious bias on hiring and promotion.		●	●	Lead: Talent Acquisition Manager (SAPN), Talent Acquisition Lead (Enerven)	
5. We will strengthen visibility of our internal directives and procedures to address unlawful behaviours.		●	●	Lead: General Counsel Support: Solicitor, DEI Lead	
6. We will review and update documents and policies to ensure inclusive language.		●		Lead: Workplace Relations & Advisory Manager Support: DEI Lead	
7. Explore the opportunity to introduce public holiday swaps to acknowledge the cultural diversity of our workforce.		●		Lead: Workplace Relations & Advisory Manager	



Chris
Training Business Partner

My story started by having a conversation with my wife that would influence the future direction of my career. The question that started the conversation was “how can I balance my career, whilst sharing equal family responsibilities?” The answer was that I would need to find an employer who is understanding of the need for flexible working arrangements. I came across an exciting opportunity

at Enerven but was unsure how accommodating employers would be in the private sector.

When I called the Talent Team they relieved me of any concerns and shared that flexibility was one of the benefits when working for the Enerven/ SA Power Networks Group. I went for the role and was successful. When I started the new position, I had a conversation with my manager to establish a fair and reasonable flexible working arrangement that would work for us both. My wife and I are on

similar arrangements with our respective employers meaning neither of us need to compromise in our careers or family commitments. If you were to ask, what does it look like? I would say, “blended and structured”. My week is scheduled with standard workdays in the office, a day where I work from home and a day where I transition to work from home, doing school pickup on the way.

I have a healthy work life balance; it was worth the conversation.

“I have a healthy work life balance; it was worth the conversation.”

Our DEI Plan Commitments

Diversity of thinking

Encourage and promote diversity of thinking and collaborative approaches

Objective

Move from linear, predictive thinking focused on traditional solutions to both/and thinking to generate innovative solutions.

Action	Timeline			Responsibility	Measures
	2026	2027	2028		
8. We will leverage leadership development programs to build understanding of the importance and value of diversity of thinking	●	●	●	Lead: General Manager People & Culture	<ul style="list-style-type: none"> Workplace Gender Equality Agency (WGEA) Targets Employee Engagement metric increase Retention of women Increases in underrepresented groups
9. Create standardised ‘value of diverse thinking’ text to be used in various Employee Reference Group (ERG) communications.	●			Lead: P&C Communications Business Partner Support: P&C Change Partner	



Lauren
Research & Knowledge Sharing Lead

I’ve always known my brain works a little differently to others around me. At school I was able to mask the fact I was struggling in social situations by learning to mimic the speech and body language conventions of those around me. As soon as I got home, however, I would have what’s considered an autistic meltdown – my brain would be overloaded with all the sensory and social input it had experienced during the day, and that would burst through in the form of uncontrollable crying and distress, or mute shutdown.

As an adult, one of the ways I try to work with my brain rather than against it is to plan my week carefully to avoid overload. If I have a busy week of in-person workshops or meetings, I will plan for processing or decompression time to try and avoid meltdown.

Since joining in 2021, I’ve been struck by how the teams I’ve been in have had a strong focus on ways of working and harnessing the unique skills of each group member. I believe that normalising discussions around how we think, work and relate to each other in different ways helps us all feel safer in advocating for our needs or trying new approaches.

The biggest thing I’ve learnt since speaking about being neurodivergent is that the workplace accommodations I need are often also beneficial for my neurotypical colleagues. For example, flexible work arrangements support people managing injuries or undertaking caring responsibilities and promote a sense of work-life balance for all.

I’ve only been wearing the Hidden Disabilities Sunflower lanyard for about a year, and I was initially hesitant to display my identity that publicly at work. However, I’ve found it’s sparked some really positive conversations with colleagues around the business about our shared experiences of neurodivergence, or how they can better support loved ones.

“...the workplace accommodations I need are often also beneficial for my neurotypical colleagues”

Our DEI Plan Commitments

Equity

Build pathways and support development opportunities for under-represented talent

Objectives

- Increase the representation of women in the workforce and at leadership levels.
- Improve the representation of First Nations peoples and provide cultural safety.
- Support LGBTIQ+ people to feel safe and included.
- Ensure people from culturally diverse backgrounds feel trusted and valued.

Action	Timeline			Responsibility	Measures
	2026	2027	2028		
10. We will establish a Women in the Field networking group to improve connection, safety and inclusion, capability and retention.	●			Lead: DEI Lead Support: Gender ERG, Enerven & SAPN woman in Operations	<ul style="list-style-type: none"> • Workplace Gender Equality Agency (WGEA) Targets • Employee Engagement metric increase • Retention of women • Increases in underrepresented groups
11. We will establish a mentoring program for women who aspire to leadership.		●		Lead: Capability & Leadership Manager Support: DEI Lead	
12. We will continue the Women of Enerven networking group.	●	●	●	Lead: General Manager Operations & Services	
13. We will establish and maintain collaborative partnerships with educational institutions to design and promote inclusive career pathways that increase attraction of women and other under-represented groups.	●	●	●	Lead: Pathways Program Engagement Partner	
14. We will continue to conduct annual gender pay gap analysis to support equitable pay outcomes and strengthen trust and retention.	●	●	●	Lead: Head of Performance, Reward & Payroll Support: Reward & Benefits Specialist	
15. We will develop a Gender Affirmation Guide to provide foundational guidance on respectful and inclusive practices related to gender identity and expression to foster a gender affirming workplace.			●	Lead: DEI Lead Support: Pride ERG	
16. Introduce diversity demographic data collection point for new starters.		●		Lead: People Systems & Insights Manager	
17. Undertake a demographic diversity census to better understand the composition and experiences of our workforce.		●		Lead: DEI Lead	



Korban
Trade Skilled Worker, Powerline

Hi, I am Korban and I am a transgender man. I transitioned from female to male nine years ago while in the third year of my apprenticeship. I don't usually talk openly about it; however, I think it is important to be visible when it comes to diversity and inclusion.

Early on in my transition I was terrified of coming out and it was the visibility of other trans people that gave me the courage to be true to myself and become the person I desperately needed to be. I'm here being visible for those who may be questioning their own identity and are feeling terrified. It's 2026 and people have the right to be their authentic self and feel safe in society. One day you may be faced with your own child, grandchild or

friend who is questioning their gender identity and choosing kindness and acceptance for the sake of the relationship is more important than any lack of understanding or confusion. Please reach out if you find you need support or someone to talk to.

"I'm here being visible for those who may be questioning their own identity and are feeling terrified."

Our DEI Plan Commitments

Accessibility

Strengthen inclusion and accessibility for current and future members of our workforce

Objectives

- Provide a safe environment where LGBTQIA+ and gender diverse team members are supported and feel safe.
- Meet the differing accessibility needs of our people and customers.

Action	Timeline			Responsibility	Measures
	2026	2027	2028		
18. We will continue to support and promote the utilisation of flexible working practices, in line with the Flexible Working Guideline, to support accessibility, inclusion and broader workforce participation.	●	●	●	Lead: Reward & Benefits Specialist	
19. We will develop an Accessibility Plan to support differing accessibility needs and include identified barriers and corrective actions for: <ul style="list-style-type: none"> • Physical accessibility • Informational accessibility • Procedural accessibility • Attitudinal accessibility. 			●	Lead: DEI Lead Support: Property & Facilities Manager, AccessAbility ERG	<ul style="list-style-type: none"> • Workplace Gender Equality Agency (WGEA) Targets • Employee Engagement metric increase • Retention of women • Increases in underrepresented groups
20. We will continue to implement our Innovate RAP deliverables.	●	●		Lead: RAP Coordinator	
21. We will continue to recognise and celebrate DEI days/weeks/months of significance.	●	●	●	Lead: Employee Reference Group Leads	
22. Continue to plan and design inclusive facilities.	●	●	●	Lead: Property & Facilities Manager	



Will

Training Services Team Leader, Powerline

When I started at SA Power Networks, I didn't fit the traditional image of what I felt a stereotypical liney looked like. However, I quickly learnt to adapt and developed smarter ways to work. I focused on technique and body positioning to approach high-impact tasks (such as interrupters), rather than relying solely on physical strength. These techniques

not only protected my body but also helped me tackle the challenges of a physically demanding role. Over time, I've come to deeply appreciate the importance of adapting and finding sustainable solutions, and my body certainly thanks me for it today. Since transitioning into the training space, I've been able to share this knowledge and have had the privilege of working with a team that brings a vast range of experiences, skills, and perspectives. This diversity has been an incredible asset in the

adult learning environment, enabling us to deliver training tailored to a wide variety of learners with different learning styles. I truly believe that the high standard of training we provide wouldn't be possible without such an inclusive and diverse team.

"I truly believe that the high standard of training we provide wouldn't be possible without such an inclusive and diverse team."



Todd
External Operations & Services Manager

I've always been open about having dyslexia. Written communication can take me longer – and the support that's helped most is simple understanding.

Over the time I've been here, that support has come from people at all levels, including leaders who take the time to understand what helps me work well, focus on the intent of what I'm saying rather than perfect wording, and point me toward roles and tasks that play to my strengths. Over 12-plus years, I've never felt like dyslexia would hold me back.

Over time, I realised I couldn't just keep pushing through the same way, so I spent time working out what I actually need. I tried a few different things, watched what works for other people and built my own toolkit over time. I've also found that being open about having dyslexia early has been a really positive experience.

If you're looking for support, my advice would be to give yourself permission to try a few different approaches, keep what works, and if you feel comfortable to do so, have a chat with your leader or peers.

“Over 12-plus years, I've never felt like dyslexia would hold me back.”



Christabelle
Data Quality Officer

I was born and raised in Goa, India and immigrated to Adelaide in 2018. Starting from zero with no support network but a fierce plan that I had to make it, helped me push through and excel. Australia was indeed everything I expected it to be – the lifestyle, people and culture never had me questioning my decision of immigrating here. I could not have achieved this level of success back home – from something simple as driving my own car to homeownership – Australia has truly proved to be Utopia for me.

One of my first 'positive' culture shocks at SA Power Networks was on my first day when my manager asked me what I would like to be called. I was very confused and I said, 'Christabelle'. It was much later when I realised how relaxed and laidback the work culture is in Australia and it was a missed opportunity to re-christen myself with something funny.

Australia's labour laws, especially The Fair Work Act's general protections against discrimination, coupled with SA Power Networks' diversity, equity and inclusion policies have empowered me and played a massive role in my success. My differences have always been welcomed, and I have consistently felt supported. This aligns strongly with SA Power Networks' commitment to equal opportunity and creating a workplace free from discrimination, harassment, and unfair treatment.

The biggest drawback of immigrating anywhere is missing family and culture. For over two years, I have used SAPN's DEI committee as a platform to spread awareness about various cultures within our community. These cultural videos, articles and events help showcase our diversity and provide a support network. I'm sure celebrating culture within SA Power Networks has made a positive impact on many team members just like me.

“My differences have always been welcomed, and I have consistently felt supported.”



DEI governance structure

The DEI Plan is a key component of our Environmental, Social and Governance (ESG) Strategy. Progress against the Plan is reported quarterly to the Sustainability Steering Committee. At each meeting, Chiefs and General Managers provide updates on the actions assigned to their areas. This governance structure ensures clear accountability and supports consistent, deliberate progress on the DEI commitments across the organisation. It is our intention that anyone with a DEI action will have their performance development review goals aligned accordingly.

“While the additional help around the house was great for my wife, the parental leave also helped with her transition back to work.”

DEI governance structure

To ensure strong leadership, clear accountability and meaningful progress, our DEI Plan is supported by five levels of governance.

Executive Leadership Team Sustainability Steering Committee

Provides overarching accountability for delivery of the DEI Plan across the SA Power Networks Group, ensuring DEI remains central to our strategic and sustainability commitments.

DEI Executive Sponsors

Andrew Bills, SA Power Networks Group CEO and Richard Amato, CEO, Enerven, who advocate for DEI, remove barriers, and champion change across the organisation.

DEI Lead

Responsible for coordination of the DEI Working Group, reporting of all DEI Plan commitments and supporting the Employee Reference Groups.

Employee Reference Groups (ERGs)

Team member-led networks representing key diversity dimensions; Gender Equity, Pride, AccessAbility, and Unity. ERGs provide lived-experience insight, shape inclusive policies, and lead awareness activities across the year. ERG Leads also contribute directly to the DEI Working Group.

DEI Working Group

A cross-functional group comprised of those responsible for driving implementation of the actions in the DEI Plan and key stakeholders. The Working Group meets quarterly to monitor progress, share insights and support coordinated implementation across the SA Power Networks Group.



Rhys

Operations Manager

The 18-week primary carer’s leave provided by SA Power Networks was a great opportunity to spend quality time with our children, Beau (newborn), Lyla (3) and Huxley (5). But it was much more than a great opportunity – it was an experience with many life lessons and learnings.

I would refer to myself as the typical male stereotype. Go to work, play sport and look after the lawns and house maintenance. While on leave, I took on other roles I hadn’t done before, like the cleaning, cooking, shopping, school drop off, swimming lessons and visiting playgrounds. It gave me a real appreciation of the amount effort and planning that goes into these things.

While the additional help around the house was great for my wife, the parental leave also helped with her transition back to work. It allowed her to return to work with a positive mindset, knowing Beau was with me, and she could check in regularly to see how he was going if she felt the need. While I was primarily on leave to take care of Beau, I also got to spend some quality time with Lyla and Huxley. It was a massive positive for the entire family.

