

A photograph of two ServiceStream workers, a man and a woman, wearing white hard hats and high-visibility yellow shirts. They are standing outdoors under a clear blue sky. The woman in the foreground is wearing safety glasses and looking off to the side. The man is slightly behind her, also looking in the same direction. A large, semi-transparent green and blue graphic overlay covers the bottom half of the image, containing the title and logo.

FY26-27 Diversity, Equity & Inclusion Strategy and Action Plan

Keeping communities connected



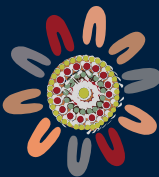
ServiceStream



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Acknowledgement of Country



Service Stream acknowledges Aboriginal and Torres Strait Islander Peoples as the oldest living culture and their strong connection to the lands and waters across Australia. We recognise our activities occur on lands with Traditional Owners and we acknowledge the custodians of the land on which we operate. We pay our respects to the Ancestors and Elders past and present.

At Service Stream, we are enriched by Aboriginal and Torres Strait Islander peoples’ contribution to our organisation, and we are committed to working together to build a prosperous and inclusive Australia.



Managing Director's message

Our people are at the heart of who we are and what we do. Since introducing our first Diversity, Equity and Inclusion (DE&I) Strategy in 2024, we've made meaningful progress in shaping a workplace that is more inclusive, more connected, and offers a truer representation of the communities we live and work in.

We've made genuine progress in broadening opportunities for women, strengthening cultural awareness across the business, and establishing new initiatives to support veterans, First Peoples and people representing a wide range of cultural and linguistic backgrounds and traditions. These efforts have helped us build momentum, and I'm proud of the commitment reflected throughout the organisation.

Our new DE&I Strategy and Action Plan for FY26-27 builds on this progress and sets out the next stage of our journey. Guided by five clear pillars: Organisational Culture, Talent Channels, Education & Evolution, Accountability, and Partnerships & Relationships, it defines the pathway for how we'll continue to embed equity and inclusion across every part of the employee experience.

Over the next two years, we'll maintain a strong focus on gender equity, supporting people through different life stages, strengthening our support for Veterans and First Peoples, and celebrating the cultural diversity that enriches our business. At the same time, we will expand our work in areas such as disability, neurodiversity and LGBTIQ+ inclusion, while advancing the partnerships that allow us to share, learn and extend our impact more broadly.

At Service Stream, we know that diversity, equity and inclusion are central to building a strong, sustainable business. When people feel respected and supported, they do their best work. When we embrace the full breadth of talent and perspectives, we deliver better outcomes for our clients and the communities we help keep connected across Australia every day.

I'm proud of the progress we've made so far and energised by the opportunities ahead. With the continued commitment of our people and partners, we will achieve our DE&I vision and build an organisation where everyone can safely and truly thrive.

Leigh Mackender
Managing Director



Chief People Officer's message

At Service Stream, we believe Diversity, Equity and Inclusion are essential to who we are and how we grow. These principles are not just embedded in our culture — they are vital to our ability to deliver for our people, clients and the communities we serve everyday. As our organisation evolves, so too does our commitment to creating an inclusive, fair and diverse workplace that reflects the world around us and unlocks the full potential of every individual.

Over the past two years, Service Stream has made significant and meaningful progress in strengthening our commitment to Diversity, Equity and Inclusion (DE&I). Guided by our FY24-25 DE&I Strategy and Action Plan, we laid significant foundations that helped us shift from intent to impact. We have seen stronger employee engagement, deeper cultural capability, and broader awareness of what equity and inclusion really looks like in our business.

We are proud of what we've achieved together. From revitalising our Respect @ Work programs, to launching our inaugural Innovate Reconciliation Action Plans (RAP), rolling out enterprise-wide Cultural Awareness Training, and building key partnerships and initiatives in gender equity, neurodiversity, veteran and carer supports — we have built momentum and set a clear tone that inclusion is core to who we are and how we lead.

As we enter the FY26/27 period, we recognise that the DE&I space has evolved — and so must we. This next iteration of our strategy is intentionally structured to meet the growing complexity and expectations of our people, clients, and the communities we serve. We have deliberately organised our focus areas into primary and secondary groups, enabling us to align our initiatives to Service Stream's group strategic imperatives to deliver, optimise and grow — while also meeting specific contractual and client requirements.

This strategic distinction ensures we remain deliberate: directing our energy where it matters most, while also maintaining a broader, inclusive lens that supports all underrepresented and diverse groups across our organisation.

Our DE&I efforts will continue to prioritise:

- Building inclusive leadership capability,
- Embedding equitable practices into recruitment, career development, and decision-making,
- Empowering our Employee Working Groups as change agents,
- And enhancing cultural and psychosocial safety so all our people feel a sense of belonging and purpose in their work.

We remain committed to creating a workplace where difference is not only welcomed but celebrated — and where everyone has an equitable opportunity to thrive across any stage of life.

As always, our success will be driven by the commitment of our people — those who choose to lead with empathy, speak up for fairness, and bring DE&I to life in the everyday work we do.

Thank you for continuing to walk this journey with us.

Sarah Bottomley
Chief People Officer

Our Achievements

Our Delivery (2024-25)



20+

DE&I Webinars/
Lunch & Learns



50

people leaders
participating
in our Amaze
Neurodiversity
training



28

DE&I Events
celebrated



39%

Increase in cultural
leave



13%

Increase in
community
& corporate
volunteering leave



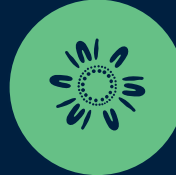
200+

parents supported
by KidsCo School
Holiday Program



206

nominations for
women in our
IWD awards



100%

actions achieved
building our
reconciliation
agenda and capacity,
through our Innovate
Reconciliation Action
Plan

DE&I Timeline

Service Stream
launches our
inaugural DE&I
Strategy and
Action Plan

Service Stream
delivers our first
DE&I learning -
Introduction to
Neurodiversity

Service Stream
celebrates our first
Pride Month, with
events, resources
and LGBTQIA+
awareness
training

Service Stream
partners with
Working Spirit
to support in the
attraction and
recruitment of
veterans.

DE&I Working
Group launches
published
calendar of
DE&I Events and
Webinars

Service Stream
launches
WomenRise,
supporting
emerging and
senior female
leaders.

Service Stream
delivers
Respect@
Work uplift-
online training
compulsory for
all staff with
supporting
webinar and
toolboxes.

Neurodiversity
Training
delivered by
partner Amaze
to 50 Service
Stream Staff.
Neurodiversity
Listening Circles
formed

Service Stream
is accredited as
Veteran- Friendly
Employer by the
Department of
Veteran Affairs

Service Stream
partners with
Empowered
Women in trades
to boost our
pipeline of women
in trade-based
roles.

Service Stream
Wins the Asset
Management
Award for
Diversity in
recognition of
our innovation of
DE&I programs.

Service Stream
delivers an award-
winning school
holiday program,
partnering with
KidsCo to support
Service Stream
parents with onsite
childcare during
high-intensity
school holiday
periods.

2022

2023

2024



Our Vision● To be Australia's leading essential network service provider.

Our Purpose● To partner with our valued clients and keep communities connected to the essential infrastructure that Australians depend on every day.

Our Values



Safety
We care about the safety of our people, our customers and the community.



Delivery
We are reliable and deliver against our commitments.



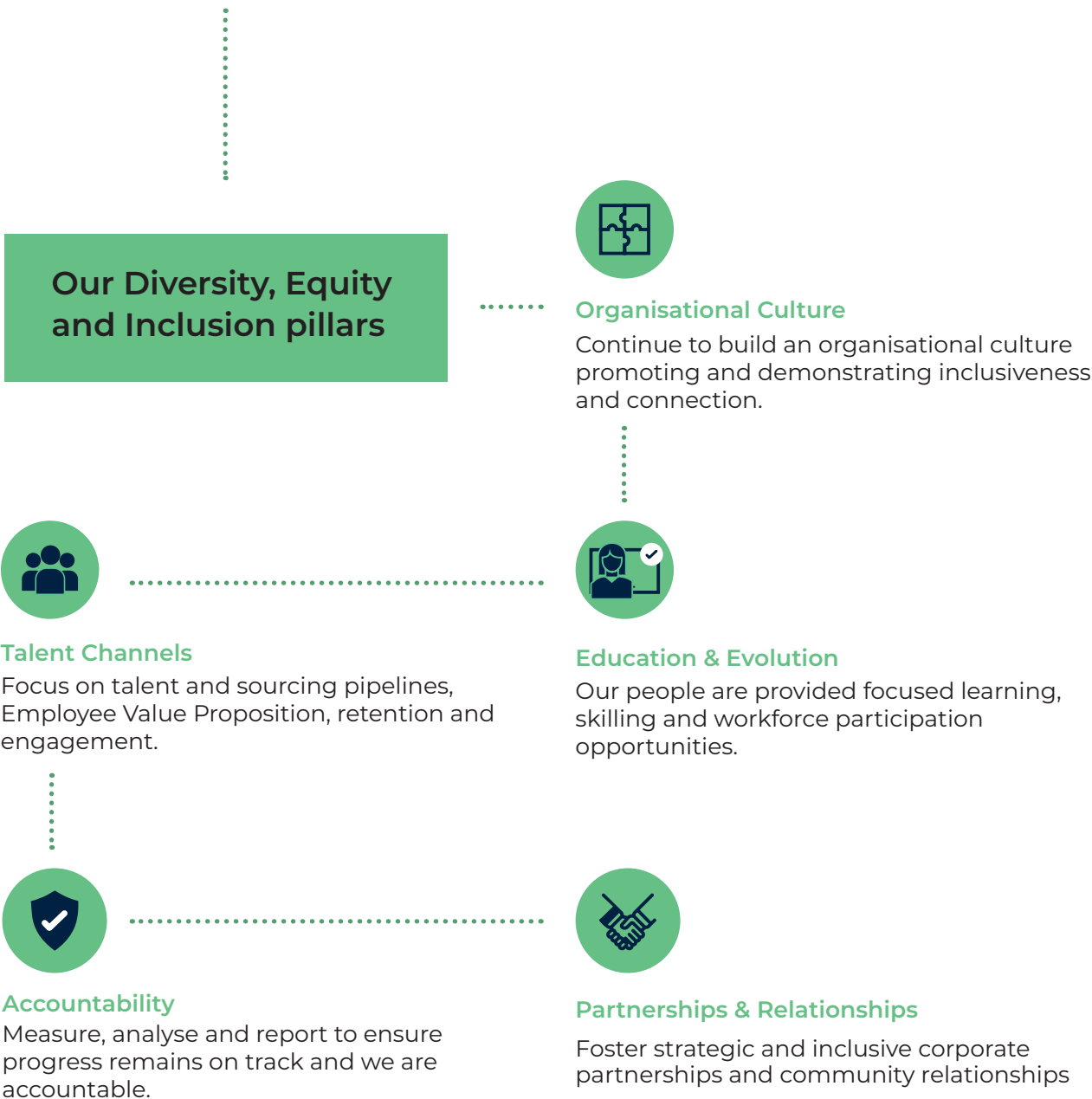
People
We are inclusive, respectful and support each other.



Accountability
We are accountable for the results we deliver to our stakeholders.

Our Diversity, Equity and Inclusion Strategy

Service Stream’s Diversity, Equity & Inclusion Strategy and Action Plan 2026-2027 represents our commitment for real action, real progress, and real impact in DE&I at Service Stream. To better direct our efforts with impact, we have grouped our key strategic actions by pillar as below:



Our Vision for Diversity, Equity and Inclusion

At Service Stream, we seek to attract, develop and retain talented people from all walks of life and cultural backgrounds, whilst fostering a culture of inclusion where all individuals feel respected, are treated fairly and provided opportunities to excel as a Service Stream employee.

Our Objectives

- To achieve our Diversity, Equity and Inclusion Vision, we commit to:
- ✓ Embracing diverse, equitable and inclusive working environments, which encourages fair, equal and respectful treatment of all.
 - ✓ Building a workplace culture that embodies our Diversity, Equity and Inclusion pillars
 - ✓ Attracting, developing and retaining a diverse and inclusive workforce.
 - ✓ Recognising and rewarding all individuals by driving high performing, inclusive, engaging people practices.
 - ✓ Ensuring equal opportunity is driven through the full lifecycle of the employment experience.
 - ✓ Setting the expectation that working at Service Stream means adopting our Diversity, Equity and Inclusion vision

Focus areas

As part of our People Pathway, Service Stream’s Diversity, Equity & Inclusion Strategy and Action Plan seeks to identify and increase workplace opportunities and greater equity for a wide range of diverse groups.

Embedding a culture of equity and inclusion means everyone taking individual responsibility for demonstrating inclusive behaviours and attitudes.

This allows for all our people to feel valued, seen and heard.



Primary Focus Areas



Gender Equity



Cultural and Linguistic Diversity



Life Stages



Veterans



First Peoples

Secondary Focus Areas



Disability



Neuro diversity



LGBTQIA+ Diversity

Guiding principles

By building on our foundations of a diverse, equitable and inclusive culture at Service Stream, we will be better able to respond to challenges, win top talent, meet the needs of our customers and support our people.

The following guiding principles inform our Action Plan:

Promote opportunities to individuals and teams that develop and enhance Diversity, Equity and Inclusion skills and experience.

Promote Diversity, Equity and Inclusion education for our people and our communities, stakeholders and customers.

Enhance our employee demographic representation and retention, to build a more sustainable, future-focused business.

Drive behavioural change by promoting an inclusive work culture for all and investing in our people to become more inclusive thinkers.

All talent acquisition and attraction processes and policies reflect a Diversity, Equity and Inclusion cognisant culture.

Embed these guiding principles in our performance management process to aid the retention of top talent.

Proactively seek opportunities to integrate inclusive practices and considerations into our activities and decisions.

Diversity, Equity & Inclusion Strategy and Action Plan FY26-27

We will attract, develop and retain a diverse, equitable workforce, and foster a culture of inclusion.

Accountability

Measure, analyse and report to ensure progress remains on track and we are accountable

- Uplift data collection processes, enabling streamlined disclosure processes for staff and optimal diversity data
- Implement feedback strategy in DE&I, including pulse surveys and annual engagement data reviews.
- Conduct listening circles and focus groups with key stakeholders to ensure codesign of DEI programs.
- Develop contract register to identify and adhere to DE&I commitments and drive broader practice.
- Maintain quarterly review cycle of DE&I information via BidStream, ensuring updated & consistent content to contribute to work-winning bids & tenders.
- Develop feedback mechanism for culturally and spiritually diverse groups to identify challenges and opportunities to ensure optimal employee experience.



As part of our DE&I strategy, we take the time to understand the diverse needs, experiences and perspectives of our people. This is how we build an environment where everyone within the organisation can thrive, and hence the overall organisation itself can thrive and grow together.

- Douglas Young, Chief Information Officer



Organisational Culture

Continue to build an organisational culture promoting and demonstrating inclusiveness and connection.

- Develop appropriate peer networks based on staff feedback & demand, to better support our diverse employee cohorts.
- Build greater engagement with local workforces by establishing networks of local champions.
- Explore internal and external peer-led supports or networks for carers.
- Identify opportunities to promote age diversity in teams and work crews, enhancing collaboration and teamwork.
- Explore opportunities to recognize Veteran Service & Sacrifice via Service Stream systems.
- Build upon Veteran-Friendly Employer Status with additional peer support structures for veterans such as mentorship and buddy structures.



As a member of the DE&I Committee, I'm proud to see the progress we're making at Service Stream. Many people think DE&I is only about highlighting particular groups, when in reality, it's about acknowledging and celebrating all of our differences, and creating an environment of genuine belonging where every person feels valued, heard and encouraged to bring their full selves to work.

- Hector Gonzalez,
Senior Financial Analyst



Education & Evolution

Our people are provided focused learning, skilling and workforce participation opportunities.

- Deliver targeted engagement activity to drive participation and awareness via trivia, bite-sized learning and mixed media approaches.
- Conduct ongoing review & refresh of training & awareness campaigns with best practice and refreshed content.
- Deliver rollout of Unconscious Bias Training across all employees, embedding key understanding of principles of inclusion.
- Upskill and support staff in key life changes, embedding live and static opportunities for self-development.
- Develop sponsorship program for senior women to empower internal advancement.
- Enable mentoring for men at all levels in allyship and advocacy.



As a graduate, I've found it inspiring to be part of an organisation that prioritises creating a safe space for everyone. It's about building awareness and understanding, sharing knowledge consistently and allowing space for people to learn and self-correct. No matter where you are in your career, there's always room to grow.

- Annalise Skliros,
People & Experience Graduate

Talent Channels

Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.

- Explore options to support all parents across Australia, outside of primary offices, during high-intensity holiday periods.
- Enable job sharing and flexible work hour opportunities to better attract and retain carers.
- Model “transition to retirement” model, empowering part-time work and movement into training roles, to retain key pre-retirement talent, ensuring mentoring and legacy.
- Develop “transition to retirement” model, empowering part-time work and movement into training roles, to retain key pre-retirement talent, ensuring mentoring and legacy.
- Prioritise entry-level and field-based roles to promote greater pipeline of women in male-dominated sectors.
- Promote Service Stream career paths to both veterans and veteran spouses/partners via job fairs & veteran community events.



At Service Stream, I have seen creative, fun and engaging initiatives developed by our team to support our team members and showcase Service Stream not only as a great place to work, but as an employer that cares. We are genuinely passionate about celebrating diversity, and creating an environment where you feel valued and can be yourself- empowered team members are the key to our success.

- Gabrielle Matthey,
Head of Search & Attraction

Partnerships & Relationships

Foster strategic and inclusive corporate partnerships and community relationships

- Investigate partnerships and resources to develop broader supports available for carers of all kinds (including parents, disability and elderly carers).
- Explore gender-focused partnerships and endorsements to support in attracting, engaging supporting women at all levels at Service Stream.
- Develop greater opportunities for women at Service Stream to engage in external networking across our male-dominated industries.
- Conduct annual reviews of partnership efficacy, adjusting to ensure alignment with emerging DE&I priorities & maximise strategic impact.
- Identify opportunities to expand supports for veterans via partnership with veteran-focused organisations.
- Build upon existing external partnerships to leverage employment opportunities for migrant groups



Diversity and inclusion have long been fundamental to how we work. We do not tolerate bullying, harassment or discrimination, and we remain committed to maintaining a workplace where everyone feels respected and valued. A truly inclusive environment fosters productivity and engagement, but it's equally about creating a positive and enjoyable experience for all employees.

- Stuart Downes,
Group Financial Controller

Relationships and partnerships

Support and recruitment



Industry Best Practice & Participation





ServiceStream

servicestream.com.au