



ServiceStream



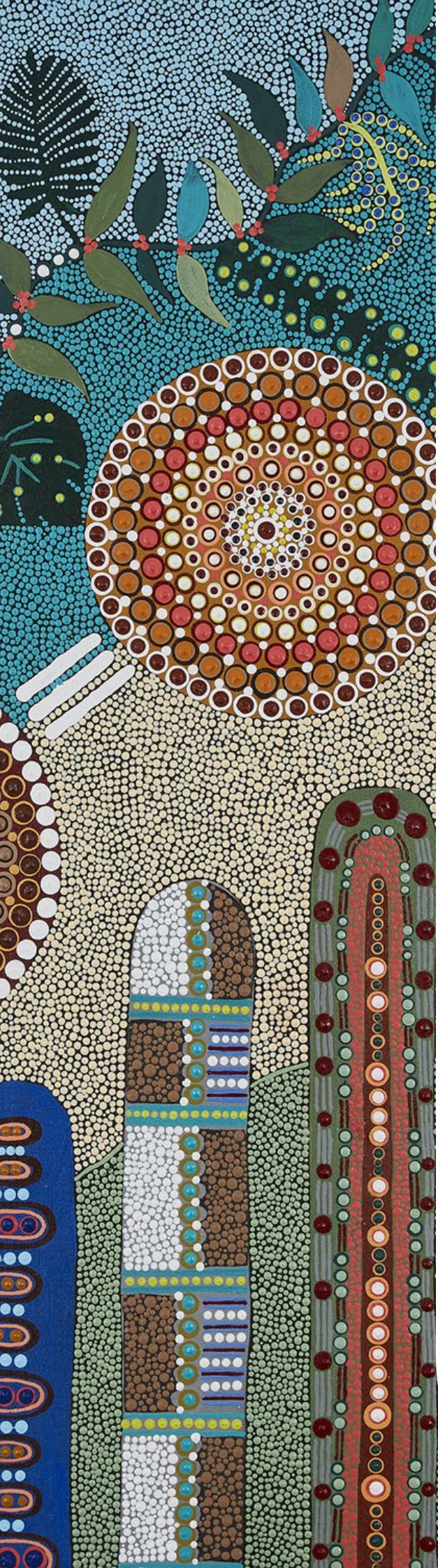
# Diversity, Equity & Inclusion Strategy and Action Plan

FY24-25









## Contents

2	Managing Director's message
3	Chief People Officer's message
4	Why Diversity, Equity and Inclusion matters at Service Stream
6	Our people profile
10	Our Diversity, Equity and Inclusion Strategy
11	Our Diversity, Equity and Inclusion pillars
12	Our Vision for Diversity, Equity and Inclusion
13	Focus areas
14	Guiding principles
15	Diversity, Equity & Inclusion Strategy and Action Plan FY24–25
20	Relationships and partnerships

### Acknowledgement

We acknowledge the Traditional Custodians of the land on which we are gathered. We pay our respects to their Elders, past, present and future, and especially those within Service Stream and our partner organisations.

Artwork by Lee-Anne Hall, of the Bundjalung, NSW people.



# Managing Director's message

Service Stream plays a vital role in keeping communities connected to the essential infrastructure networks that millions of Australians depend on every day. Connection is a central theme to our business and extends to our people who provide unique and valuable contributions to the organisation's success.



Our organisation recognises the benefits of a diverse and inclusive workforce, where all employees feel valued, accepted and empowered to reach their full potential.

Service Stream's Diversity, Equity and Inclusion Strategy reflects our commitment to develop and execute a clear plan which enhances our positive organisational culture by recognising, embracing and celebrating the value of a diverse and inclusive workforce.

Our plan has been developed following meaningful engagement and consultation with our employees and outlines the Group's objectives and initiatives to be delivered over the next two-year horizon, in support of our current and future workforce.

This plan represents a significant milestone for Service Stream and marks the first year we have implemented and communicated an enterprise-wide strategic plan focused on driving and supporting greater diversity and inclusion.

Service Stream understands the importance of supporting a diverse and inclusive workforce, and the benefits derived from building a greater connection between our employees, our clients and the communities we operate across.

**Leigh Mackender**  
Managing Director  
Service Stream



# Chief People Officer's message

At Service Stream, we believe our success is underpinned by the ideals of Diversity, Equity and Inclusion. Whilst these ideals have always been part of our cultural footprint at Service Stream, they have never been more critical to our culture and our business.



We live and operate in an ever-changing environment. Our customers, employees, shareholders and the wider communities we serve expect more from us as an organisation, including greater accountability to accelerate Diversity, Equity and Inclusion initiatives.

Acknowledging and accepting our responsibility to bring these initiatives to life, we have developed this new Strategy & Action Plan to be more intentional about our commitments and fast-track greater equity and inclusion, to attract greater diversity.

The Strategy laid out in this document enables us to prioritise and invest in initiatives that will drive meaningful outcomes, such as building teams that reflect the diversity of the communities we serve, tailoring tools and resources to meet individual needs, and improving our systems and talent attraction processes so everyone has the opportunity to reach their full potential.

Importantly, in the last 12 months, we have re-invigorated our highly regarded Women Leading and Ignite Graduate Programs, launched our inaugural Innovate Reconciliation Action Plan (RAP), rolled out dedicated Cultural Awareness Training, and established our three Diversity, Equity & Inclusion, Reconciliation and Sustainability Employee Working Groups.

Equally imperative is our commitment to cultivating a sense of belonging within Service Stream. By strengthening inclusivity and respect in our workplaces, we will demonstrate that different perspectives, backgrounds and life experiences are valued, in turn helping us drive innovation and solve challenges through collaboration.

We will develop appropriate resources and tools to shape inclusive leaders for the future, to foster and encourage empathetic and spirited conversations. Our Cultural Awareness Training provides employees with the skills they need to understand, work and flourish in and with cultures other than their own; whilst our annual people calendar includes a number of inclusion initiatives celebrated and acknowledged throughout the year for our people to participate in.

In 2023 and beyond, Service Stream will continue to evolve our Diversity, Equity and Inclusion goals and commitments, to elevate parity, fairness and respect across our talent and business processes.

Our success will be defined by the passion and dedication of our employees who embrace this ideology and bring Diversity, Equity and Inclusion to work with them every day.

**Sarah Bottomley**  
Chief People Officer  
Service Stream

# Why Diversity, Equity and Inclusion matters at Service Stream

Service Stream is made up of nearly 5,000 employees, who bring a vast wealth of opinions, perspectives, experiences and skillsets to our organisation.

We believe in authentically driving a workforce culture of inclusion and equality, that enables our people to do their best work, embrace their cultural differences and share their histories. Our commitment is to champion diversity, build an inclusive and supportive workplace culture and do our part to contribute to a more equitable society.

Diversity at Service Stream means celebrating people's differences and how they choose to identify, consisting of their social identity (such as age, caring responsibilities, cultural background, gender and sexual orientation, intersex status, and socio-economic background) and specialised identity

(such as education, chosen profession/s, education, work experience, level within the organisation and location). These attributes transect in a unique way for each individual and influence the way they perceive their workplace and broader society and, subsequently, how others perceive and treat them.

At Service Stream, our Diversity, Equity and Inclusion strategy is only the beginning of our journey. This is a collective commitment to continue to drive an environment where all individual differences are valued, practices are equitable and everyone belongs — where everyone is encouraged to lead, behave and think inclusively at all times.



## 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

As a proud Australian business, we are guided by a set of core Values. Service Stream is ONE team and collectively we place the highest value on:



### 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 Strategy

Grow, Diversify and Optimise the Group's operations

### Our Strategic Pillars



### Delivery

Service delivery and operational excellence



### People

Position the business as an employer of choice



### Clients

Develop and enhance enduring client relationships



### Optimise

Drive innovation and continuous improvement



### Growth

Deliver profitable growth

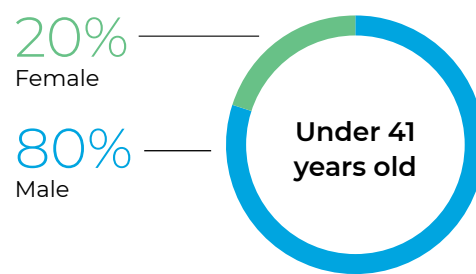
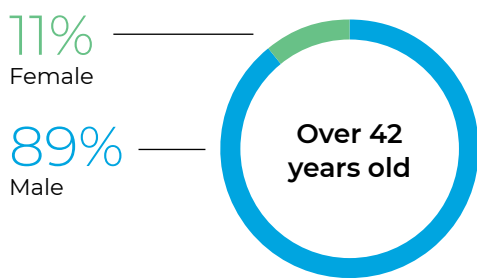


# Our people profile

## Total Workforce



## Workforce by Age Group





### Female Diversity Profile (March 2023)

37.5% Representation of women on SSL Board

---

20% Women in Executives roles

---

19% Women in Management

---

19% Women in Graduate cohort

---

8.6% Apprentices and trainees are women

---

22.2% Aboriginal and Torres Strait Islander people are women

---

18.7% Women in our workforce

---

### Diversity Profile (March 2023)

1.3% Aboriginal and Torres Strait Islander People in our Workforce

---

0.7% Apprentices/Trainees in our workforce

---

0% Apprentices and trainees identify as Indigenous

---

81.3% Men in our workforce

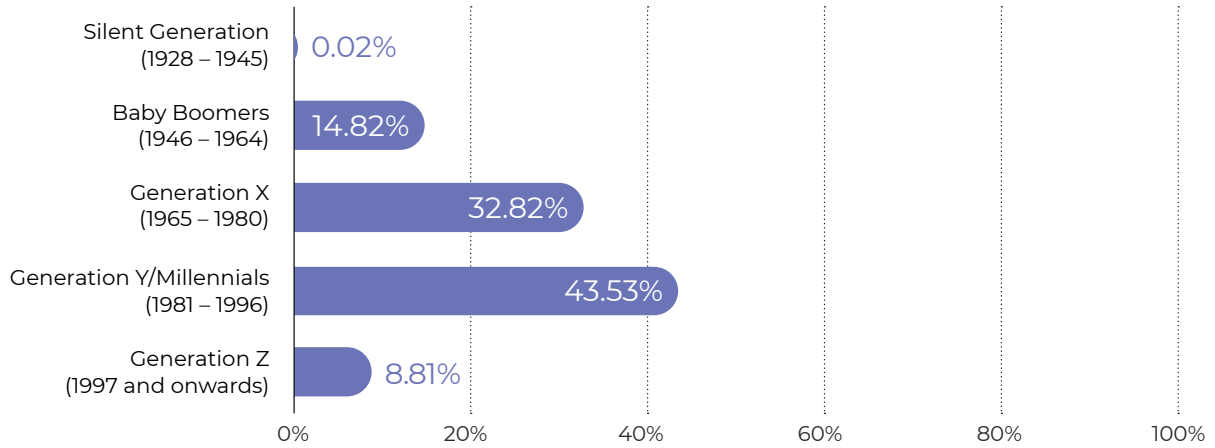
---



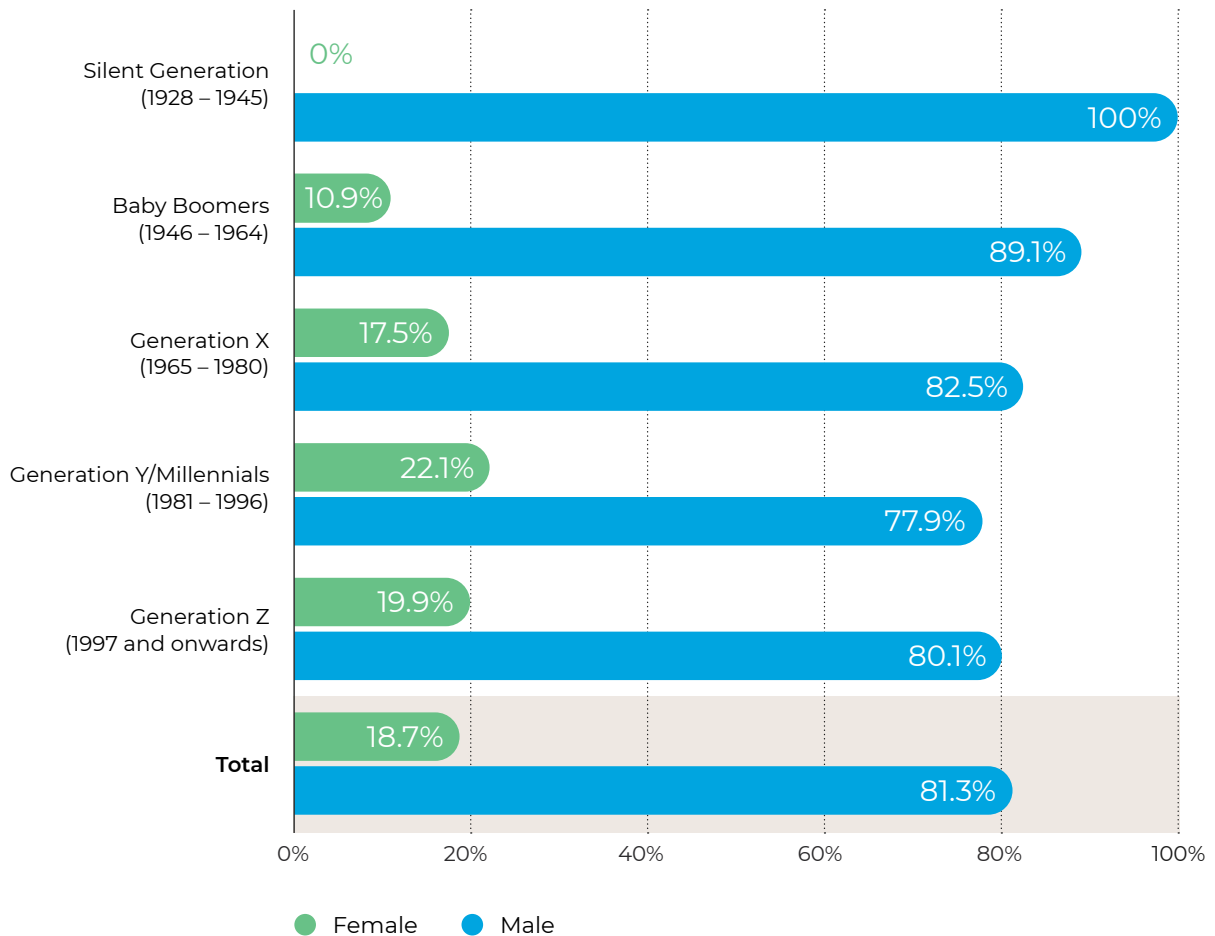
## Our people profile

### Generational Profile (March 2023)

#### Employee by Generation

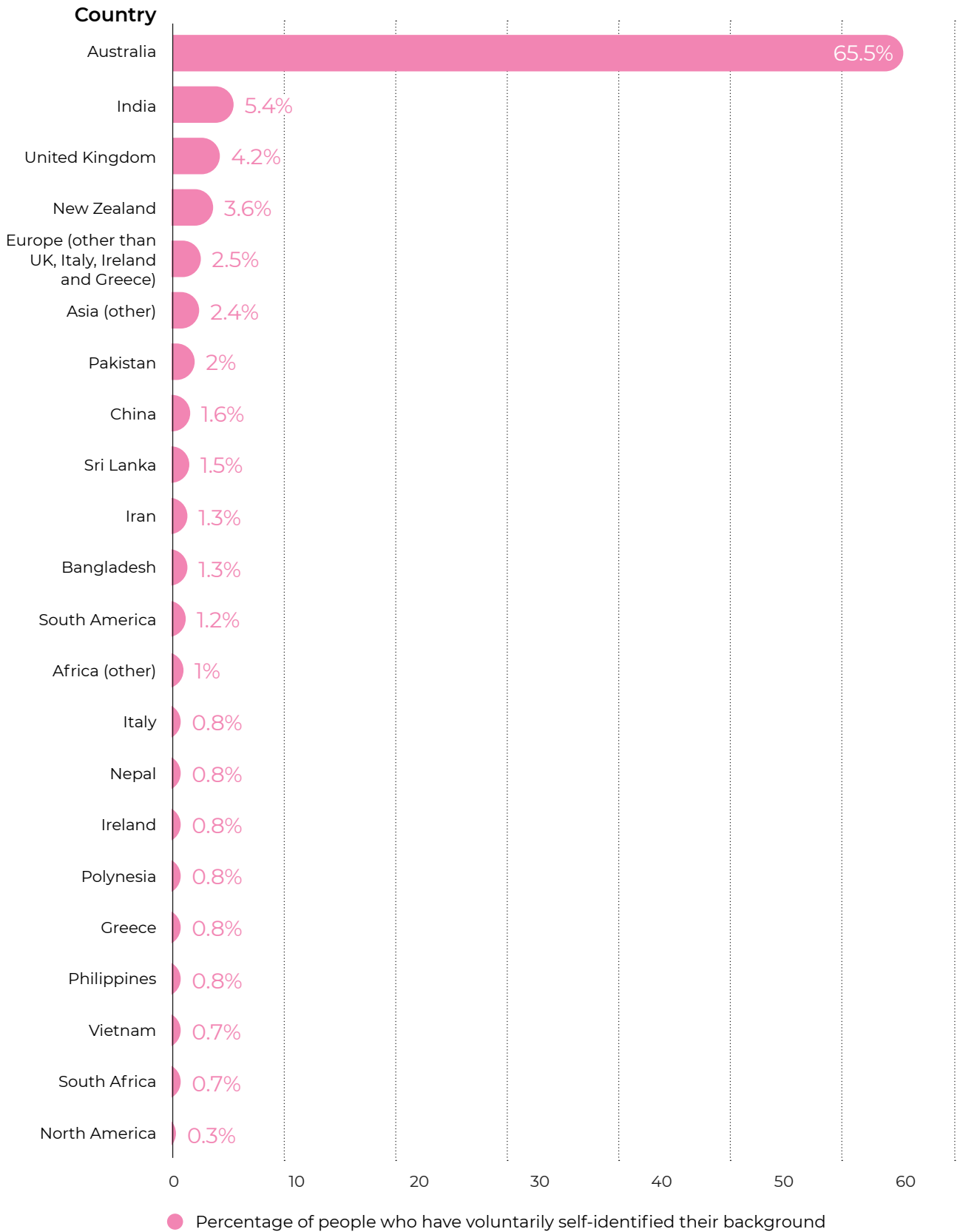


#### Employee by Generation/Gender





## Cultural Heritage Profile (March 2023)





# Our Diversity, Equity and Inclusion Strategy

Service Stream's first *Diversity, Equity & Inclusion Strategy and Action Plan* is our platform to establish a genuine, collaborative and strategic enterprise-wide approach.

In recent years, diversity and inclusion initiatives have been bolstered by the concept of 'equity'. Unlike equality, which focuses on providing equal resources regardless of context, equity emphasises the process of fair and just consideration, as a result of someone's experience or specific social position. When we treat everyone equally, we treat everyone the same, but when we treat everyone equitably, we consider individual needs. In a diverse workplace such as ours, differences exist and our people require support in different ways. Equity invites us to acknowledge that everyone has different needs, experiences and prospects.

Inclusion is not a natural consequence of a diverse organisation, it is about value. Having a diverse workplace means differences exist and inclusion enables people to feel truly valued. Inclusion enhances the human experience and creates environments that welcome expression and embrace the concept of authenticity in the workplace.

To facilitate an inclusive workplace we need to plan for it. How we do this at Service Stream is by working with the people we are ultimately designing this for, from our co workers to our customers, understanding what our people need to feel valued and included.



# Our Diversity, Equity and Inclusion pillars



## Organisational Culture

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



## Talent Channels

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



## Education & Evolution

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



## Accountability

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



## Partnerships & Relationships

Foster strategic and inclusive corporate partnerships and community relationships.



Diversity, Equity and Inclusion plays a critical role in establishing a positive and productive work environment that fosters innovation and creativity. Embracing and celebrating diversity, promoting equity, and nurturing inclusion enable businesses to attract and retain skilled employees from various backgrounds and create more robust and inclusive teams.

**Jay Stolica** National Community and Stakeholder Manager  
(and Diversity, Equity and Inclusion Working Group member)



Having Diversity, Equity and Inclusion in the workplace means to me that every individual feels like they have the ability or option to be heard and they are willing to share their thoughts and opinions. It also means that the workplace is more enjoyable, constantly has new ideas enabled, and is an exciting place to operate as a professional of any trade.

**Viktor Zalums** General Manager Finance Transport  
(and Diversity, Equity and Inclusion Working Group member)



# 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:

1

Embracing diverse, equitable and inclusive working environments, which encourages fair, equal and respectful treatment of all.

4

Recognising and rewarding all individuals by driving high performing, inclusive, engaging people practices.

2

Building a workplace culture that embodies our Diversity, Equity and Inclusion pillars.

5

Ensuring equal opportunity is driven through the full lifecycle of the employment experience.

3

Attracting, developing and retaining a diverse and inclusive workforce.

6

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, with an emphasis on two particular groups of people each year.

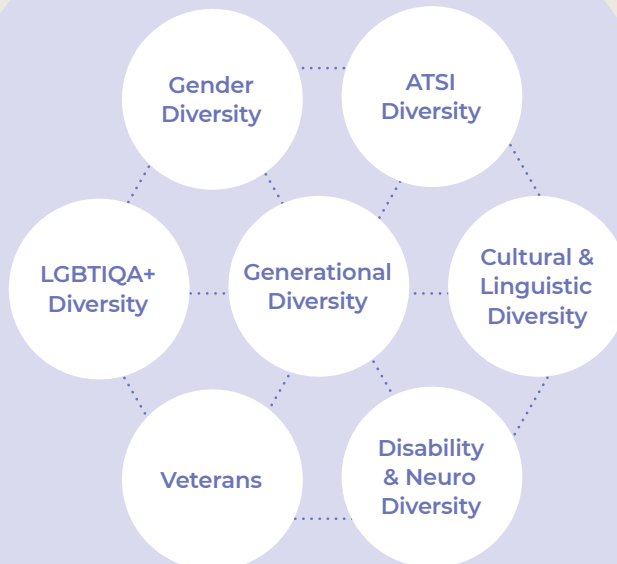
Embedding a culture of equity and inclusion means everyone taking individual responsibility for demonstrating inclusive behaviours and attitudes.

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

## Sustainability Pathways



## Key Areas of Focus







# Guiding principles

By striving to establish 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**

---

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

---

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

---

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

---

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

---

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

---

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

---

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

---

# Diversity, Equity & Inclusion Strategy and Action Plan FY24–25

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

## Priority

### Inclusive systems, initiatives, policies and procedures

#### Initiatives

- Embed Diversity, Equity and Inclusion into all policies, programs and procedures.
- Build our reconciliation agenda and capacity, through our Innovate Reconciliation Action Plan.
- Invest in our people by providing diversity and inclusion training opportunities for all employees.

## Priority

### People living with Disability, Neuro Diverse Individuals and Veterans

#### Initiatives

- Encourage a focus on Veterans and People with Disability and/or Neuro Diversity.
- Create opportunities for our Environmental & Social Sustainability Working Groups to inform the business and bring about meaningful change.

## Priority

### Fostering a culture of inclusion

#### Initiatives

- Build workplaces that are free of harassment and discrimination.
- Invest in and support our People Managers, to become inclusive leaders.

## Priority

### Embracing Demographic and Cultural Diversity & Equity

#### Initiatives

- Provide opportunities to increase Diversity, Equity & Inclusion awareness and education across the broader business.
- Promote Equity awareness and education across the broader business.
- Respond to the changing social environment by leveraging and celebrating the diversity of our employees.



Priority

## Inclusive systems, initiatives, policies and procedures

### Embed Diversity, Equity and Inclusion into all policies, programs and procedures.

Review recruitment model and procedures to minimise bias and increase diverse applications.

---

Review and release an updated Diversity, Equity and Inclusion Policy.

---

Undertake a review of WGEA wage gap data to ensure any wage gaps are understood and appropriate (due to different skills, qualifications and experience).

---

Review of Parental Leave support to identify and consider possible enhancements.

---

Enable employees to self-identify in our people management system, Workday.

---

Undertake a desktop review of relevant external facing channels relevant to our FY23 priority groups (i.e. Veterans, People with Disability and/or Neuro Diversity), to inform communication, attraction and recruitment activities.

### Build our reconciliation agenda and capacity, through our Innovate Reconciliation Action Plan.

Please refer to: [Service Stream Innovate Reconciliation Action Plan](#)

### Invest in our people by providing diversity and inclusion training opportunities for all employees.

Establish Women Leading program to target emerging female leaders across the organisation.

---

Provide training across the organisation to encourage greater awareness of Diversity, Equity and Inclusion.

---

Introduce a Women's mentoring program.

---

Establish a Cultural Awareness Training pilot program to inform business-wide roll out.

---

Priority

## People living with Disability, Neuro Diverse Individuals and Veterans

### Encourage a focus on Veterans and People with Disability and/or Neuro Diversity.

Sign and promote the Veterans Employment Commitment, to assist with better targeting of veteran employment opportunities.

Develop People Manager webinars to highlight the benefits of attracting, recruiting and retaining Veterans and People with Disability and/or Neuro Diversity.

Establish a partnership with MatchWorks/APM to improve our differently abled and neuro diverse candidate pool.

Review recruitment processes and practices (including channels) to ensure inclusive language and intent to attract Veterans and People with Disability or Neuro Diversity.

Conduct site accessibility assessments, as required, to identify opportunities to improve physical workplaces to be inclusive of differently abled and neuro diverse people.

### Create opportunities for our Environmental & Social Sustainability Working Groups to inform the business and bring about meaningful change.

Support the Environmental & Social Sustainability Working Groups, incorporating a refreshed framework, group charters and Executive Sponsors.

Key initiatives from this strategy will form the focus of activities supported and implemented by the Diversity, Equity and Inclusion Working Group.



Priority

## Fostering a Culture of Inclusion

### Build workplaces that are free of harassment and discrimination.

Refresh, relaunch and promote Service Stream's Respect At Work policy and guidelines.

---

Build and maintain a Respect At Work intranet page, incorporating all relevant policies, support information and materials.

---

Develop and roll out mandatory Respect At Work training for People Managers.

---

Provide greater psychosocial support to the business (e.g. mental health first aid training, applied suicide intervention (ASIST) training, etc) and maintain an annual register of mental health first aiders across the organisation.

### Invest in and support our People Managers, to become inclusive leaders.

Develop and implement set Diversity, Equity and Inclusion interview questions with clear criteria for all People Managers, including interview training.

---

Offer training programs such as breaking bias or SEEDS to assist managers to understand the importance of Diversity, Equity and Inclusion, providing them the tools to become more inclusive leaders.

---

Implement an employee-centric, connectivity platform to simplify how people connect and communicate during workplace transitions (e.g. parental leave, mental health, return to work, retirement planning, wellbeing, etc).

---

Incorporate specific questions and reflections on inclusion into our annual Performance Development Review process for all people leaders.

---



Priority

## Embracing Demographic and Cultural Diversity & Equity

Provide opportunities to increase Diversity, Equity & Inclusion awareness and education across the broader business.

Build and maintain comprehensive information and educational materials regarding all facets of Diversity, Equity and Inclusion on the Sustainability Hub.

---

Celebrate Diversity, Equity and Inclusion cultural initiatives across the business via annual calendar items.

---

Review the cultural leave policy and consider possible enhancements, and subsequently promote and celebrate cultural leave days taken across the business.

---

Establish a Diversity, Equity and Inclusion Committee.

---

Establish community days & volunteering opportunities for team awareness, contribution and effectiveness building.

Promote Equity awareness and education across the broader business.

Review the organisation's policies, procedures and practices to identify areas where bias or inequity may exist.

---

Establish clear goals and metrics to measure progress towards organisational equity – via means of demographic group representation, as well as equitable representation across all levels of the business.

---

Implement measures to review pay equity on an annual basis – via WGEA & annual organisational remuneration review.

---

Respond to the changing social environment by leveraging and celebrating the diversity of our employees.

Ongoing promotion of the Women Leading program.

Ongoing promotion of the Women’s Network.

Coordinate International Women’s Day 2023 celebrations annually.

Broadly celebrate religious and other social inclusion events across the organisation, by socialising the Diversity, Equity and Inclusion calendar of national events and days with the business.

Establish bi-monthly webinars into existing Lunch ‘n’ Learn program showcasing the great work that Service Stream has to offer people of all diverse backgrounds and experiences.

Establish an annual men’s mental health initiative (e.g. partner with the Australian Men’s Shed Association; celebrate and promote Men’s Mental Health Awareness Month, etc).

Provide and promote access for male employees to 12 months of primary carer parental leave (unpaid) or two weeks secondary carer (paid) leave.

## Relationships and partnerships









**ServiceStream**

[servicestream.com.au](http://servicestream.com.au)