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OUR
cleanCO

Diversity, Equity, Inclusion and Belonging Strategy

cleanCO
queensland



CleanCo acknowledges

CleanCo respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians. We recognise their cultures, histories and diversity, and their continuing connection to the lands, waters and seas of Australia and the Torres Strait.

We acknowledge the Traditional Custodians and Traditional Owners of the many lands where we meet, work, learn and connect. We pay our respects to all Elders past, present and emerging.

“Bungan, Bana, Guyurru” (Sun, Water, Wind) – Tahalani Torney

CleanCo is proud to have delivered its first Reconciliation Action Plan in November 2024. *“Bungan, Bana, Guyurru” (Sun, Water, Wind)* was created by Djabugay artist Tahalani Torney to visually narrate our ongoing journey towards reconciliation – a collaborative endeavour that honours First Nations cultures, fosters mutual understanding, and paves the way for a brighter, more inclusive future.



Welcome

A message from the CEO

At CleanCo Queensland, our purpose is to deliver clean energy solutions that help our customers thrive in a net zero future. Achieving this purpose requires not only innovative solutions but also a commitment to fostering a workplace and culture that reflects the diverse communities we serve.

In a world that is rapidly evolving - socially, environmentally, and technologically – embedding diversity, equity, inclusion, and belonging (DEIB) into our DNA is more critical than ever. The energy sector is transforming, and with that comes an opportunity to lead with inclusivity, ensuring that the transition to a net zero future is one that benefits everyone.

To support CleanCo's strategic enabler of a "diverse and connected team," I am proud to introduce our Diversity, equity, inclusion, and belonging (DEIB) Strategy – a critical step toward shaping a future where everyone at CleanCo feels heard, valued, empowered, and supported to contribute their best.

This strategy is built on the belief that diversity is a strength. By bringing together people with unique experiences, perspectives, and backgrounds, we can



By bringing together people with unique experiences, perspectives, and backgrounds, we can spark new ideas, build stronger connections, and create lasting impact for our people, our customers, and the communities we serve.

Tom Metcalfe, CEO

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Our DEIB Strategy is more than just a set of goals; it is a commitment to action. Through listening, learning, and creating opportunities, we aim to build a workplace where inclusion is embedded in everything we do – where everyone feels a sense of belonging and has the tools and support, they need to thrive.

This is not a journey we take lightly, and it is not one we can achieve alone. It requires the shared commitment of every person at CleanCo. Together, we will continue to drive progress, foster equity, and create a culture that reflects our purpose and values.

Thank you for joining us in building a cleaner, fairer, and more inclusive future.

Tom Metcalfe

**Chief Executive Officer
CleanCo Queensland**



How this strategy was developed

The development of CleanCo's DEIB Strategy has been a collaborative and data-driven process, designed to reflect the voices of our employees and align with best practices in diversity, equity, inclusion, and belonging. Our approach has been shaped by:

- Employee one on one focus sessions: We engaged directly with our employees through listening circles, one on one feedback sessions, and surveys. These interactions provided valuable insights into our employees' experiences, challenges, and aspirations.
- Review of data sources: We analysed data from the Thrive Survey and our DEIB Questionnaire to ensure our strategy is grounded in evidence. These tools highlighted areas of strength and opportunities for growth, enabling us to prioritise initiatives that will make the most meaningful impact.
- Benchmarking against industry standards: We conducted a comprehensive review of leading frameworks and assessments, including family friendly workplaces, Diversity Council Australia's

inclusive recruitment guidelines, Work180 assessment criteria, and the Workplace diversity and inclusion diagnostic. This benchmarking allows us to measure our progress against recognised standards and identify gaps to address.

- Partnering with industry associations and Practitioners: We leveraged the expertise of industry associations and diversity practitioners. We sought external perspectives to validate our approach and incorporate innovative practices. These consultations ensured our strategy is both practical and forward-thinking.

CleanCo has developed a DEIB Strategy that not only aligns with our purpose – to deliver clean energy solutions that help our customers thrive in a net zero future – but also positions us as a leader in fostering a workplace where every individual feels valued, respected, and empowered to contribute their best.



Achieving diversity, equity, inclusion, and belonging is not a destination but a journey. It takes time, commitment, and the collective support of everyone to create lasting change.

Unknown





What does diversity, inclusion, equity and belonging mean at CleanCo?

At CleanCo, we believe that diversity, equity, inclusion, and belonging are essential to our success and central to our purpose of delivering clean energy solutions that help our customers thrive in a net zero future.

Diversity reflects the unique characteristics, perspectives, and experiences of our people, including, but not limited to, gender, ethnicity, age, sexual orientation, carer responsibilities, and physical or intellectual abilities. It's about recognising and celebrating these differences as a strength that drives innovation and resilience.

Equity ensures that everyone has access to the same opportunities, support, and resources, regardless of their background. It involves breaking down barriers, addressing systemic inequalities, and fostering fairness in all aspects of our workplace.

Inclusion is about creating a culture where all voices are valued, respected, and empowered to contribute. It means actively listening, embracing diverse viewpoints, and ensuring everyone feels they belong and can thrive.

Belonging ties it all together. It's the feeling of being accepted, supported, and valued as a vital part of the CleanCo community. When people feel a sense of belonging, they bring their best selves to work, fostering deeper connections, stronger collaboration, and greater commitment to shared goals.



**Diversity is a dance;
inclusion is being invited
to the dance that you
were hoping to get invited
to; equity is ensuring
that every person at that
dance has equal access,
equitable access to the
dancefloor and belonging
is that feeling that you
can dance however you
want to dance.**

Vernā Myers



DEIB vision

An opportunity to drive a shared sense of inclusive behaviours but more specifically, raise awareness and understanding of DEIB and its positive impacts.

At CleanCo, our vision is to foster an inclusive culture where every individual feels valued, empowered, and is supported to thrive.

We envision a workplace where diversity strengthens connections, sparks innovation, and leads to better decisions - creating an environment where everyone can succeed and make a lasting impact.



Strength lies in differences, not in similarities.

Stephen R Covey



Guiding behaviours

The following behaviours guide our approach to diversity, inclusion, equity and belonging and ensure that our actions are intentional and aligned to our values.

Lead with integrity
and authenticity

Build connections and
drive collective impact

Genuine

Collaborative

Values

Curious

Courageous

Seek to understand
and learn

Challenge barriers and
advocate for change

The three stages of this strategy

Each stage is designed to align to the Australian HR Institute (AHRI) diversity maturity model, ensuring a structured and sustainable progression toward achieving our DEIB initiatives.

DEIB isn't about fixed targets or endpoints - it's an ongoing journey. The landscape is ever-evolving, influenced by factors beyond our control, requiring flexibility and adaptability.

Our objective is to deliver this DEIB Strategy over a two-year period. However, we recognise that moving through the stages may take longer than two years. Focusing on embedding inclusive practices into everything we do, ensures progress is continuous and sustainable. Inclusion isn't just a goal - it's how we do business.

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The Foundation Stage

1

- Setting the foundations for long term impact
- Creating buy-in and understanding
- Influence mindsets and behaviours

FY26/27

The Growth Stage

2

- Creating a cadence of impact
- Value who we are
- More accommodating environments

FY28/29

The Pinnacle Stage

3

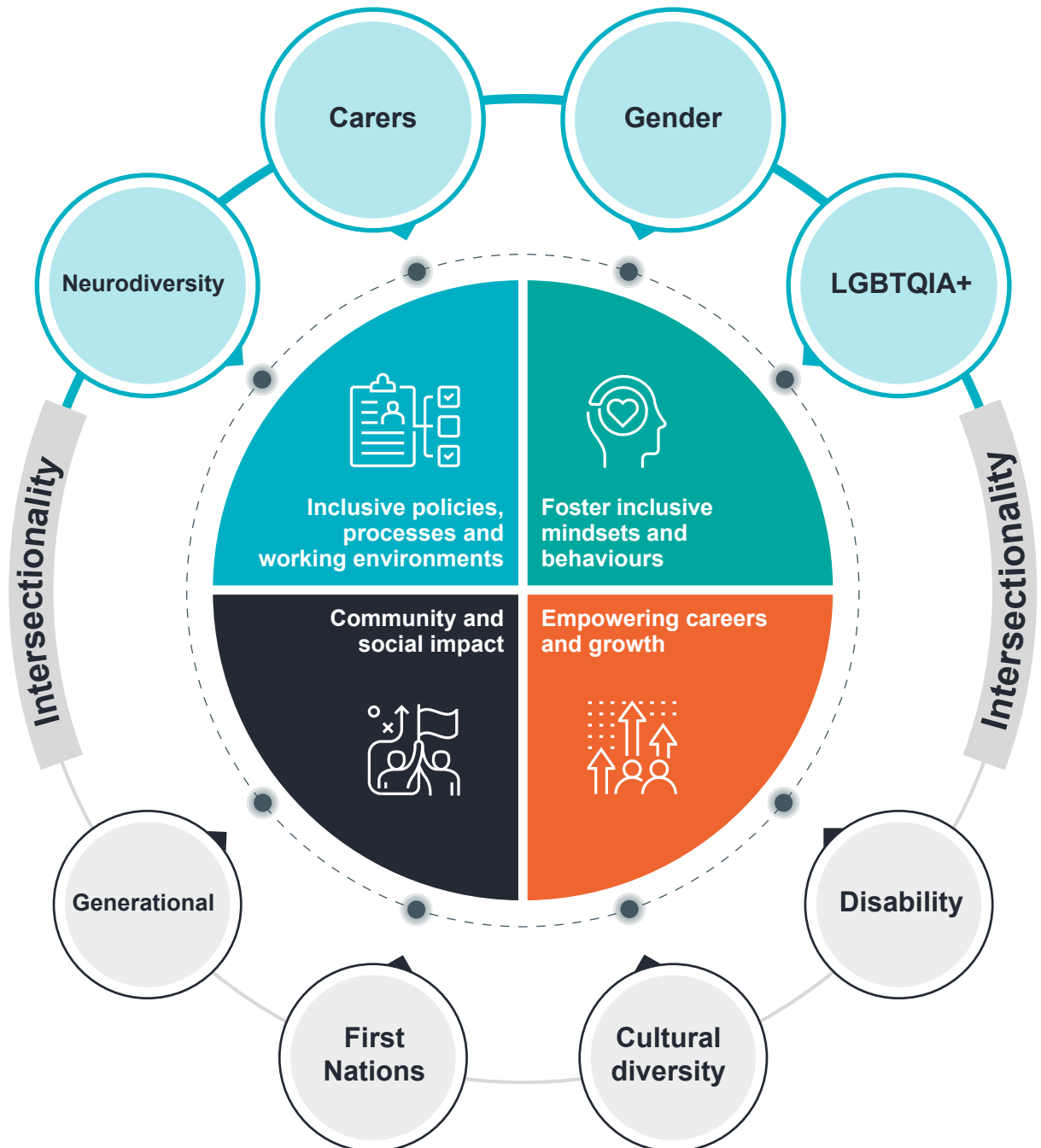
- An expectation of continuous improvement
- It's the way we do business

Diversity domains

Across DEIB, there are eight recognised diversity domains.

Following our DEIB questionnaire, four diversity domains connected with the majority (62%) of CleanCo's team members. These include neurodiversity, carers, gender and LGBTQIA+ communities. Our DEIB Strategy will support all the diversity domains, including generational, First Nations, cultural diversity, and disability. We are committed to ensuring that our strategy evolves to address the needs and experiences of all employees.

We will build strong foundations, learning from our initiatives, and driving meaningful, sustainable progress. No one diversity domain is more important than another, and employees play an active role in shaping our strategy.





**Be yourself;
everyone else
is already taken**
Oscar Wilde

Our commitment to diversity, equity, inclusion, and belonging is not about ticking boxes; it's about fostering a workplace where all individuals feel valued, supported, and empowered.

While our initial focus areas help us build momentum, we recognise that our other key commitments, such as our Sustainability Strategy, Reconciliation Action Plan (RAP), and Thriving Communities Strategy, also play an active role in shaping a holistic approach to creating an inclusive and equitable workplace.

We will continue to assess and refine our approach to ensure we are making a difference across all areas of diversity domains over time.



Inclusive policies, processes and working environment

To build a workplace that is equitable, accessible, and inclusive for all employees, we must ensure that our policies, processes, and working environments reflect best practices in diversity, equity, inclusion, and belonging.

By embedding inclusive practices into the way we work, we create a strong foundation that fosters a sense of belonging, supports career progression, and ensures fair and equitable treatment for all.

To achieve our strategic objective of ensuring equitable and accessible policies, processes, and working environments for all employees, we are focusing on the following priorities:

- Reviewing and refining policies and procedures to ensure inclusivity and alignment with industry best practices.
- Embedding inclusive hiring and onboarding processes that promote equity, accessibility, and fair decision-making.
- Creating work environments that support diverse needs, including physical and digital accessibility improvements.
- Ensuring equitable pay and career progression, including transparent benchmarking and leadership accountability.
- Building a psychologically safe and inclusive culture, where all employees feel valued and empowered.



Foundation	Growth	Pinnacle
Ensure all policies, procedures, and standards are reviewed during normal review cycles to ensure they use inclusive language and align with industry best practices.	Integrate gender pay equality as a key consideration in CleanCo's ongoing systemic pay reviews.	Maintain a continuous improvement approach to DEIB policies and procedures, ensuring alignment with best practices and industry trends.
Representing our Employee Value Proposition (EVP), accessibility in job postings and processes, candidate experience and establish structured panels and processes to ensure fair hiring and promotion decisions.	Develop a transition-to-retirement plan to support employees at different career stages.	Achieve external recognition for DEIB efforts through certifications, awards, or industry benchmarking.
Standardise onboarding processes to ensure all employees feel welcomed and aligned with CleanCo's culture.	Integrate DEIB guiding behaviours into leadership KPIs and performance reviews.	Continue refining physical and digital accessibility across all workplaces and processes.
Implement improvements such as quiet zones, soundproofed rooms, and adjustable lighting.	Foster an inclusive, psychologically safe, and accessible work environment by promoting empathetic communication, flexible work practices, predictable routines, clear expectations, and diverse engagement methods while continuously refining physical and digital accessibility to ensure all employees feel valued, heard, and supported.	



Empowering careers and growth

To cultivate an inclusive, diverse, and future-ready workforce, we must provide opportunities for career growth, mentorship, and internal mobility while ensuring psychological safety, leadership development, and accessible, flexible work environments that enable all employees to thrive.

By prioritising these areas, we build a workforce that is equipped to meet future challenges, reflects diverse experiences and perspectives, and fosters an environment where all employees can thrive.

To achieve our strategic objective of fostering diverse career pathways, mentoring opportunities, and professional growth initiatives to build a future-ready workforce we are focusing on the following priorities:

- Career Progression and Internal Mobility: Ensuring employees have clear, structured pathways for career growth, mentorship, and internal movement opportunities.
- Bias Mitigation and Inclusive Recruitment: Training and educating hiring managers to create an inclusive recruitment process and addressing biases that hinder diverse hiring.
- Leadership Diversity and Succession Planning: Expanding leadership opportunities for underrepresented groups and embedding diverse talent into CleanCo's leadership pipeline.
- Psychological Safety and Open Contribution: Fostering a workplace where all voices are heard and valued, contributing to a culture of inclusion.



Foundation	Growth	Pinnacle
Train all hiring managers on inclusive recruitment practices to reduce bias. Evaluate success through feedback and hiring data.	Ensure diverse talent is included in CleanCo's leadership pipeline through targeted development programs.	Foster a thriving culture of open contribution where psychological safety and inclusive leadership empower employees to share their perspectives.
Implement structured early-career pathways that spark curiosity about the energy sector and attract diverse talent from schools, universities and beyond.		Set targets and track progress for increased representation of diverse groups in leadership roles
Establish clear frameworks for secondment opportunities, leadership development, and cross-functional career progression. Track internal movement data.		Implement data-driven tracking of career mobility, succession outcomes, and leadership diversity to ensure accountability
Strengthen mentoring, buddy systems, and structured feedback loops to facilitate internal career growth.	Collaborate with external organisations (e.g., UNIQ for females) to provide mentorship opportunities for underrepresented employees. Measure impact on career progression.	



Foster inclusive mindsets and behaviours

To embed DEIB into CleanCo's culture, we must increase awareness, provide education, and encourage active participation in inclusive practices.

By fostering inclusive mindsets and behaviours, we create a workplace where all employees understand and value diversity, equity, inclusion, and belonging as essential to CleanCo's success.

To achieve the strategic objective of building foundational knowledge, awareness, and buy-in for DEIB principles/behaviours to create a shared understanding of its value we are focusing on the following priorities:

- Education and awareness – Provide employees with foundational DEIB knowledge and equip them with tools to recognise and challenge biases.
- Leadership and accountability – Ensure leaders model inclusive behaviours and create an environment where inclusion is embedded in decision-making.
- Psychological safety and allyship – Foster a culture where employees feel safe to share their perspectives and actively support inclusion efforts.
- Sustainable behavioural change – Move beyond awareness to measurable shifts in behaviours and workplace culture.

Foundation	Growth	Pinnacle
Implement foundational training programs on cultural awareness, unconscious bias, and the benefits of diverse teams.	Introduce targeted workshops (e.g., neurodiversity, gender equity, intersectionality).	Include DEIB guiding behaviours in leadership development and performance evaluations.
Centralise resources on learning, cultural celebrations, and inclusive practices.	Introduce storytelling, employee spotlights, and interactive discussions to maintain DEIB momentum.	Implement a system to acknowledge contributions to DEIB efforts.
Ensure employees understand the impact of behaviours on others through workshops and internal communications.	Ensure all employees receive training on inclusive leadership practices.	Establish DEIB as a core principle in decision-making and daily operations (“The way we do business”).
Launch and establish listening circles with a focus initially on the four key diversity domains and then expanding to all eight diversity domains.		



Community and social impact

To expand CleanCo's impact beyond the workplace, we must establish strong community partnerships and drive social change through meaningful engagement.

By supporting underrepresented communities, championing sustainability, and creating opportunities for positive impact, we contribute to a more inclusive and equitable society.

To achieve the strategic objective of strengthening CleanCo's role in the broader community through meaningful partnerships and engagement we are focusing on the following priorities:

- Strategic partnerships – collaborate with organisations that align with CleanCo's DEIB and sustainability values to amplify impact.
- Community engagement and outreach – build relationships with diverse communities to drive meaningful change and create opportunities.
- Equitable access and inclusion – ensure CleanCo's initiatives support underrepresented and marginalised groups, fostering social equity.
- Sustainable and measurable impact – embed long-term commitments into CleanCo's social impact strategy with clear success metrics.



Foundation	Growth	Pinnacle
Strengthen community connection through volunteer days in the geographical locations where we operate.		Develop long-term community programs that create education, employment, and inclusion opportunities, ensuring CleanCo's footprint leaves a lasting positive impact.
Establish a framework for celebrating key cultural events in a meaningful way, ensuring inclusivity and connection with the communities we serve.	Build lasting collaborations with diversity-focused organisations, ensuring CleanCo supports and amplifies local and national DEIB efforts.	Position CleanCo as a leader in sustainable social impact by aligning DEIB efforts with broader ESG (Environmental, Social, and Governance) goals.
Embed the Reflection RAP (Reconciliation Action Plan) across CleanCo, ensuring cultural awareness and Indigenous engagement in business operations. Measure implementation milestones	Align DEIB efforts with CleanCo's broader ESG (Environmental, Social, and Governance) goals and strategies.	
		Implement AI-powered translation and accessibility tools to enhance engagement with diverse community members, ensuring equitable communication.

The success of this DEIB Strategy depends on everyone across CleanCo contributing to a culture which supports and values diversity, inclusion, equity and belonging.

CleanCo board

- Provide governance and oversight of workplace inclusion and diversity policies.
- Demonstrate visible, action-oriented leadership and hold the Executive Leadership Team accountable for achieving DEIB outcomes.
- Approve DEIB Strategy

CEO and Executive leadership team

- Set direction, and targets for DEIB and ensure alignment with business objectives.
- Lead by example with visible, vocal, and action-oriented leadership.
- Hold responsible managers accountable for fostering inclusive, respectful, and safe workplaces.
- Use diversity data to drive informed decision-making.
- Ensure DEIB efforts are adequately resourced and embedded in strategic, operational, and investment decisions.

People and culture team

- Integrate DEIB guiding behaviours into recruitment, onboarding, performance, and recognition processes.
- Collect, analyse, and report on internal diversity data and external benchmarks.
- Support workplace inclusion efforts and deliver targeted DEIB programs.

People leaders

- Foster inclusive, respectful work environments and lead by example.
- Integrate DEIB principles into decision-making, work practices, and performance management.
- Ensure compliance with DEIB-related training and address complaints effectively.
- Champion initiatives that improve access and voice for underrepresented groups.

All employees

- Promote a respectful and inclusive workplace, free from discrimination, harassment, and bullying.
- Adhere to CleanCo policies and procedures to build and strengthen diversity, equity inclusion, and belonging.
- Apply a DEIB lens to daily work and decision-making.





Embedding DEIB

We're embedding DEIB into the way we do business – aligning it with our goals, building leader capability, and integrating it into policies, processes, and decisions. It's not a side initiative – it's how we create a more inclusive and impactful CleanCo.

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Diversity, Equity, Inclusion and Belonging

Building a brighter, cleaner future – for our team,
our communities, and Queensland.