

Equity and Diversity Plan

July 2026



Background

The purpose of this document is to outline CS Energy's planned actions for progressing Inclusion and Diversity (I&D) in our organisation and, more specifically, gender equity.

The actions respond directly to the findings in the 2026 Equity and Diversity Report (the Report) that CS Energy prepared for the Public Sector Commission. CS Energy is committed to progressing I&D in our organisation. Since 2016 the business has driven I&D initiatives aimed at attracting, retaining and engaging a diverse workforce. CS Energy is also undertaking several additional initiatives not included below, aimed at fostering an inclusive and diverse workplace across short, medium and long-term timeframes.

Progress on actions will be assessed throughout the year and reviewed annually.

CS Energy's CEO, and the broader Executive Leadership Team own the actions in this plan.

Implementation will be carried out by relevant departments across the business, with varying timelines for completion.

Actions to support the Gender Pay Gap

Build diverse leadership pipelines

Strengthen succession planning and development pathways for women to support balanced representation in leadership roles, including step-up and higher duty opportunities.

Invest in capability and career pathways

Continue to develop leaders via accessible learning (including inclusive leadership training) and strengthen early career pathways to support long-term progression.

Enhance employee insights

Continue to regularly review engagement and workforce data to identify gender-based trends and inform targeted, practical improvements where required.

Support equitable workforce practices

Maintain appropriate governance and oversight across workforce processes (including overtime) to promote consistency and fairness.

Monitor and evolve approach

Continue to review promotions, progression and attrition trends and refine initiatives through a continuous improvement lens.