

NORTH WEST TREATMENT HUB ALLIANCE

DIVERSITY AND INCLUSION ANNUAL REPORT - 2025
JANUARY 2025 – DECEMBER 2025

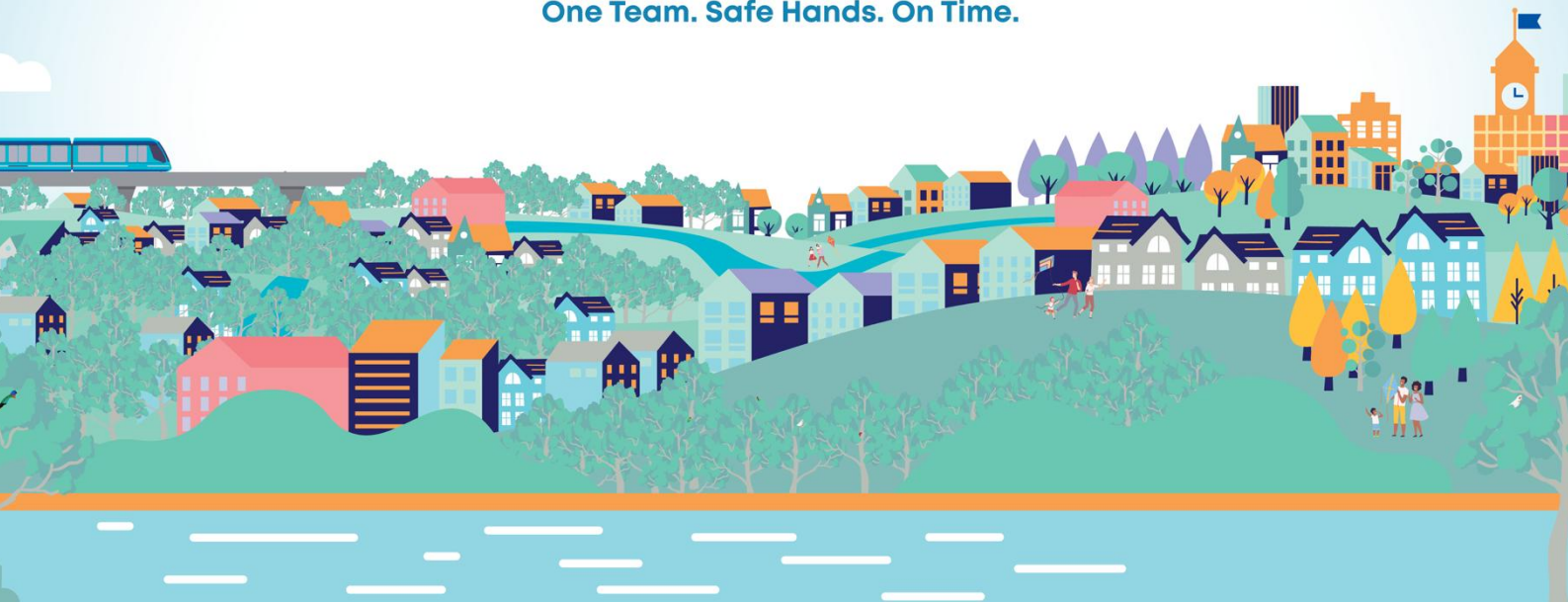




Table of Contents

Acknowledgement of Country	1
1. Introduction	2
1.1. About this Report	2
1.2. Reporting Scope and Standards	2
2. Project Description	2
2.1. Project Description	2
2.2. Current Stage of work	2
3. Purpose of this Report	3
4. Organisational Profile	3
4.1. Governance Structure	3
5. Diversity & Inclusion	3
5.1. Management Approach:	3
5.2. Local Communities	4
5.3. First Nation Participation and Sustainable Employment:	5
5.4. Diversity and Inclusion – Case Study	6
5.5. Diversity and Inclusion – Case Study	8
6. Terms and Definition	10
Appendix A: Diversity and Inclusion Targets and Progress	11
Appendix B: Organisation Chart:	16



Acknowledgement of Country

North West Hub Alliance (NWAHA), in partnership with Sydney Water, respectfully acknowledges the Traditional Custodians of the lands on which our Riverstone and Rouse Hill sites stand.

Their lore, traditions, customs and practices nurtured and continue to nurture the waters, both saltwater and freshwater, across our operating area, contributing to wellbeing throughout the region.

We pay our deepest respect to Elders past and present, acknowledging their resilience, wisdom, and cultural leadership. We also extend that respect to all Aboriginal and Torres Strait Islander peoples who continue to contribute to the strength and vibrancy of these communities today.

In the spirit of reconciliation, we remain committed to fostering meaningful partnerships with local Traditional Owners, upholding cultural knowledge, and supporting the ongoing custodial responsibilities of the Dharug people. We strive to learn from both traditional and contemporary approaches to caring for Country, ensuring that cultural heritage, connection, and identity remain respected and protected.



Dharug Country

The Dharug people are the Traditional Custodians of the lands spanning Western Sydney, including Riverstone, Rouse Hill, and surrounding areas. Dharug Country is rich with cultural sites, stories, and pathways that reflect thousands of years of continuous connection to land and water.

As Custodians, Dharug people maintain deep cultural obligations to protect Country ensuring the well being of land, people, and waterways. Their knowledge systems, shaped over countless generations, continue to guide sustainable ways of living and caring for the environment.



1. Introduction

1.1. About this Report

This Diversity and Inclusion Annual Report showcases the Diversity & Inclusion (D&I) targets, initiatives and processes that have been established and implemented by the North West Hub Alliance (NWhA). The report focuses on the Project's key D&I areas and highlights the progress made during the reporting period.

The Project's D&I commitments, objectives and associated targets aligns with Sydney Water's D&I commitments as well as those of Alliance Partners and NSW Government agencies.

The Annual Report includes several case studies from the reporting period. These include both new case studies and updates from the 2024 report.

1.2. Reporting Scope and Standards

This report has been prepared to meet project-specific public reporting requirements and supports alignment with:

- Infrastructure Sustainability Council IS Rating v2.1 (Workforce-3)
- NSW Government Aboriginal Procurement Policy (2021)
- Sydney Water Diversity and Inclusion commitments

This report has not been externally assured; however, all data has undergone internal review by the Alliance People & Culture team and Project Leadership.

2. Project Description

2.1. Project Description

The North West Treatment Hub Alliance (NWhA) is a strategic infrastructure program led by Sydney Water to meet the growing demands of Sydney's northwest region. The alliance comprising Sydney Water, John Holland, Stantec, and KBR is delivering upgrades to three key Water Resource Recovery Facilities (WRRFs) at Castle Hill, Rouse Hill, and Riverstone.

This program is designed to:

- Increase wastewater treatment capacity by an additional 45 ML/day, supporting approximately 110,000 new households in the initial stage and enabling up to 200,000 future connections.
- Improve environmental performance by meeting stricter nutrient discharge limits into the Hawkesbury–Nepean River system.
- Introduce innovative technologies, including biochar carbonisation at Riverstone WRRF, to support circular economy outcomes and reduce carbon footprint.

The NWhA program represents a 10 year investment, with the first stage valued at A\$595 million. Construction commenced in late 2024, following design and procurement activities earlier in the year. These upgrades will ensure sustainable growth, protect waterways, and deliver long term benefits for communities in Sydney's northwest.

2.2. Current Stage of work

Design activities commenced in late 2023, with construction beginning in late 2024 and continuing through to 2029. The Project is well into heavy civil and mechanical works, focusing on plant augmentation at both Rouse Hill and Riverstone WRRFs. Commissioning preparation has begun including installation of process equipment, electrical systems and odour control measures.



3. Purpose of this Report

The intent of this report is to fulfil project specific annual reporting requirements for:

- Diversity and Inclusion performance reporting
- Showcasing D&I achievements of the Project
- ISC annual reporting and tracking ISv2.1 Rating progress.

The report is publicly available on Sydney Water’s North West Treatment webpage and details the D&I related Project achievements and progress against the Project’s D&I Objectives and Targets for the reporting period. The reporting period covered in this report from the 1st January 2025 to the 31st December 2025, building on the 2024 report published last year. This report should be read in conjunction with the Project’s Aboriginal Participation Plan and broader project sustainability reporting.

4. Organisational Profile

Key NWA organisational details are summarised in Table 1, below.

Project	North West Treatment Hub
Name of organisation	The North West Treatment Hub Project is being delivered by the North West Hub Alliance
ABN	25 164 277 614
Project Office Address	4 Money Close, Rouse Hill, NSW 2155
Corporate Headquarters Address	Not Applicable
Alliance Manager	Matt Ross
People and Culture Manager	Renuka Tandon
Contact Details:	Renuka Tandon (P&C Manager) renuka.tandon@nwha.com.au Matt Ross (Alliance Manager) matt.ross@nwha.com.au
Reporting Period	January 2025 December 2025
Type and Stage of Works	Upgrades to existing structures and construction of new structures. The Project is nearing completion of design and advancing construction at the Riverstone and Rouse Hill facilities.

Table 1: NWA Organisational Profile

4.1. Governance Structure

The governance of Diversity & Inclusion (D&I) within the Alliance is built on the same collaborative structure that underpins overall program delivery. Clear roles and responsibilities across the Alliance Board (AB), Alliance Manager (AM), Alliance Integrated Management Team (AIMT) and Senior Leadership Team (SLT) ensure consistent oversight, accountability and alignment with Alliance values and operational priorities.

5. Diversity & Inclusion

5.1. Management Approach:

Outlined in the Diversity and Inclusion Management Plan (DIMP), the Project delivers Diversity and Inclusion initiatives, outcomes and benefits through engagement and local partners, with local and social enterprises, and with local schools and education institutions in line with Infrastructure Sustainability Council (ISC) IS Rating v2.1 – Workforce 3 (Wfs 3).



5.2. Local Communities

Objectives:

The NWA Project provides a significant opportunity to support jobs and skills for a more diverse and inclusive workforce and supply chain. The Project acknowledges that the key to success is taking a collaborative approach to delivering these priority areas.

The Project has a Diversity and Inclusion Management Plan, which sets out how these commitments will be delivered whilst addressing key State and Federal policies and skills challenges.

Targets under this material issue are tracked by the Project People & Culture team using the Project personnel tracking software 3D Safety. This data is collated, reviewed and managed by the Project People team.

Target	Detail	Progress
Diversity and Inclusion (D&I) Program and Action Plan developed and implemented.	The Project Diversity and Inclusion Management Plan has been developed and implemented.	
D&I employment targets and actions are created to increase attraction and retention to support underrepresented groups	SMART targets have been developed, including targets relating to employment and recruitment, training and induction, sectional representation amongst Project personnel, and procurement targets	
Senior leadership team to support in monitoring the action plan progress and performance.	The Alliance Integrated Management Team (AIMT) and Senior Leadership Team (SLT) has been assigned relevant direct and supporting roles and responsibilities in relation to D&I targets	
Raise awareness of at least five D&I days of significance.	<ul style="list-style-type: none"> • NAIDOC Week • National Reconciliation Week with guest speaker Paul Sinclair from Mirri Mirri • International Day of People with Disability (IDPwD) • Wear it Purple Day • Harmony Week IDAHOBIT • Refugee Week • National Careers Week. 	
D&I Training is made mandatory for all supervisors and leadership roles.	Ongoing and on track for relevant Project personnel.	
Employees are surveyed annually on their experiences of workplace D&I, with at least 60% employee participation rate, and improvement actions implemented.	2024 and 2025 surveys have been undertaken, with over 60% participation achieved for each. Feedback has been examined, evaluated, and relevant actions have been implemented for improvement	



Targets for defined diverse groups have been identified and are reported publicly on an annual basis.	This report is considered to fulfill this requirement. Progress on each SMART target is outlined in Appendix A	●
Targeted employment programs including mentoring are developed implemented.	Employment processes and procedures and mentoring programs have been successfully rolled out on the Project and feedback has been requested from each participant.	●
D&I objectives and targets are embedded in performance agreements for senior management team.	Roles and responsibilities have been defined for the Project personnel, including the AIMT, SLT and the People Manager	●
D&I requirements are embedded in major supplier and subcontractor contractual agreements	Diversity and inclusion (D&I) requirements have been included in all major supplier and subcontractor contracts. Those awarded work will make their best efforts to support the Project's D&I targets and will be required to report on progress monthly.	●
Additional diversity data has been gathered to guide the D&I Program.	The Project collects at least one diversity metric, specifically the employment of women in construction, to inform the development and evaluation of the D&I Program.	●
Diversity and Inclusion (D&I) Program and Action Plan developed and implemented.	The Project Diversity and Inclusion Management Plan has been developed and implemented.	●

5.3. First Nation Participation and Sustainable Employment:

The NWA Project remains steadfast in its commitment to expanding opportunities for local First Nations peoples. Unchanged from the previous reporting period, our approach to increasing First Nations employment, training and business participation is guided by the objectives outlined in the NSW Government Aboriginal Procurement Policy (APP) 2021.

Our Project targets include the achievement of a 3% First Nations employee workforce and a 3% Aboriginal participation (APIC) spend, amongst several other social and sustainable employment targets, aligning with our Wfs 3IS Rating credit requirements (Workforce 3: Diversity & Inclusion).

The NWA Project recognizes the significant contributions of our valued business partners, including Supply Nation recognised enterprises such as Borger Safety and workwear Pty Ltd, Two Way Cranes and Banarang Aboriginal Corporation, among others in achieving these targets.

Their firm commitment and collaboration in advancing First Nations participation has been instrumental in surpassing our goals with a 3.03% Aboriginal business spend. We intend to continue building on these achievements until the Project's completion.

NWA's commitment to exceeding the minimum spend requirement and engaging Supply Nation certified Aboriginal businesses serves as a model for driving Aboriginal participation and fostering economic opportunities.



We are proud to continue our celebration of National Reconciliation Week and NAIDOC Week this year, as well as including Acknowledgement of Country messaging at all of our major events. Our workforce inductions still include local Aboriginal cultural awareness content that has been co developed with the Dharug Traditional Custodians.

Full details of social and sustainable procurement and employment are provided in the Project's Aboriginal Participation Plan

5.4. Diversity and Inclusion – Case Study

Initiative Name	Building Pathways for Youth NSW School Infrastructure Program
Target	T 4 Learner Worker (DIMP) Achieve 10 20% representation of Learner workers of all ages within the project workforce during the design and construction phase of the Project. (work experience, trainees, apprentices, interns, and graduates)
Phase	Construction & Delivery
Status	Initiative complete
Initiative Summary	Collaboration with NSW Government's School Infrastructure Program
Initiative Detail	<p>The Project partnered with the NSW Government several times as part of the NSW School Infrastructure Program.</p> <p>This collaboration between the Project and the NSW Government demonstrates a shared commitment to supporting youth and providing pathways into the infrastructure industry. By offering these trainees the opportunity to be a part of the Project, we are investing in their professional growth and development. Not only does this benefit the trainees by enhancing their employability, but it also contributes to the overall success of the Project by bringing in fresh perspectives and talent.</p> <p>Through this partnership, the Project and the NSW Government are actively working together to create meaningful opportunities for</p>



	<p>young people, supporting their transition from education to meaningful employment in the infrastructure sector. This initiative highlights the Project's dedication to fostering talent, promoting youth engagement, and building a sustainable workforce for the future.</p> <p>The Project welcomed a total of three trainees as part of the Program. These year 12 school leavers chose to study Project Management at TAFE NSW as part of their two year traineeship program. They spent eight months at the NWA Project, where they had the opportunity to gain practical experience and apply their newly acquired skills on a real infrastructure project.</p>
<p>Outcome Focus</p>	<ul style="list-style-type: none"> • Increased diversity and inclusion in the infrastructure industry. • Providing pathways into the industry for young individuals. • Supporting the transition from education to meaningful employment. • Fostering talent and promoting youth engagement. • Building a sustainable workforce for the future • Bringing fresh perspective and talent to the project.

A program participant undertaking Project Management at TAFE completed their final rotation at NWA in the commercial team and as a result of their exposure to the Project to pursue a degree in Civil Engineering. He was subsequently offered an ongoing internship in the Project's civil engineering team. It is notable that when the trainee began their traineeship, they had no initial interest in attending university. The trainee's journey highlights the positive impact of hands on experience and mentorship in shaping career paths and sparking interest in specific fields. Their experience with the NWA Project not only provided them with practical skills but also ignited a passion for Civil Engineering.

NSW Department of Education School Infrastructure



School Infrastructure





5.5. Diversity and Inclusion – Case Study

Initiative Name	
Target	T 12 Women in Construction Achieve 15 40% of female employment by employment actions such as Health & Wellbeing initiatives.
Phase	Construction & Delivery
Status	Initiative complete
Initiative Summary	See Them Thrive – Women in Construction is a targeted wellbeing initiative that supports women in construction by improving health, inclusion and retention through evidence based programs, delivering measurable social impact across the workforce.
Initiative Detail	<p>See Them Thrive – Women in Construction (WiC) was delivered through an Industry Innovation Program (IIP) Grant, securing \$60,000 in government funding to deliver targeted health and wellbeing initiatives for women working in construction. The program addressed the unique physical, mental and psychosocial health challenges faced by women in male dominated environments.</p> <p>An SROI analysis by Helix Impact Solutions demonstrated strong measurable impact, generating \$2.83 in social value for every \$1 invested. Key initiatives included the co creation of a dedicated wellbeing platform (www.seethemthrive.com.au), the delivery of 12 women focused health and wellbeing webinars (in partnership with the Black Dog Institute), and onsite wellbeing supports such as guided meditation and seated massages, reinforcing a culture of safety, care and inclusion during construction and delivery.</p>
Outcome Focus	<ul style="list-style-type: none"> • Improved health, wellbeing and psychological safety for women in construction • Increased visibility and normalisation of women’s health topics within construction workplaces • Stronger retention and engagement of women on construction projects • Enhanced capability for organisations to support women in non traditional roles • Measurable social impact demonstrating strong return on investment • Contribution to more inclusive, supportive and sustainable construction workplaces



SEE THEM THRIVE HEALTHY HABITS PROGRAM

JOHN HOLLAND

SOCIAL PROCUREMENT

\$58,000 spent with:

- Small & Medium enterprises
- Female-owned businesses
- Indigenous businesses
- Not-for-profit organisations



73% of total project spend

BENEFIT COST RATIO



\$2.83 Social value
created from every
\$1 spent

PROGRAM REACH



Total workers 16,448

Female
2,367 (15%)



Male
14,081 (85%)

POPULAR TOPICS



12 WEBINARS
TOP 3:

1. **Psychological Safety & Cultural Inclusion**
Mirri Mirri
2. **Mental Health**
Black Dog Institute
3. **Nutrition**
Sydney City Nutritionist



20 WEBSITE TOPICS
TOP 5:

1. **Anxiety**
2. **Men's health**
3. **Women's health**
4. **Support services**
5. **Depression**

PROGRAM OUTCOMES

INDIVIDUAL

Social, emotional,
physical, spiritual,
financial



COMMUNITY

Economic empowerment &
Stronger relationships



INDUSTRY

Increased productivity,
attraction & retention





6. Terms and Definition

Term	Definition
NWHA	North West Treatment Hub Alliance “The Project”
APP	Aboriginal Procurement Policy
CALD	Culturally and Linguistically Diverse
D&I	Diversity and Inclusion
DIMP	Diversity and Inclusion Management Plan
ISC	Infrastructure Sustainability Council
IS Rating v2.1	Infrastructure Sustainability Rating Scheme Version 2.1
Wfs 3	Workforce 3 (IS Rating Credit)
APIC	Aboriginal Participation in Construction
Addressable Spend	The portion of total project contract value that can reasonably be directed to Aboriginal businesses or other priority suppliers, excluding work packages where such suppliers are not available or capable.
Supply Nation	Australia’s leading directory for verified Aboriginal and Torres Strait Islander businesses, used to identify, engage and report on Indigenous procurement.



Appendix A: Diversity and Inclusion Targets and Progress

The Project has defined SMART targets (Specific, Measurable, Achievable, Realistic, and Timely) relating to Diversity and Inclusion for achievement through Project construction and delivery, in line with IS Rating's v2.1 Workforce 3 (Wfs 3) credit. These are listed in Table 2 below.

"SMART" Targets	Summary of Key Actions	Action Progress	Progress
Create and implement 1 x Diversity, Equity & Inclusion (DEI) Program within Year 1 of contract award.	<p>D&I Program co designed and co monitored by the People team and DEI committee.</p> <p>At least 80% completion rate for all employees through onboarding and monthly tracking by project People team.</p>	Action completed; no further actions required. D&I Training has been implemented into the project's competency management system.	<p>Target On track</p> <p>100% employees completed training.</p>
Conduct an annual employee survey to collect data on diversity and inclusion, as well as employee workplace culture (feeling of safety). Ensure that the survey is issued to 100% of all employees and aim for a participation rate of over 60%.	<p>Develop, promote, and organise an annual employee survey.</p> <p>Present survey results and improvement actions to AIMT for endorsement.</p> <p>Share results with all personnel, including areas for improvement and actions to rectify.</p>	Actions completed, no further actions required.	<p>Target On track:</p> <p>Made available to all staff electronically and on Noticeboards.</p>
Employment a minimum of 3% Aboriginal (First Nation) employee as part of the Project workforce over the duration of the Project	<p>First Nation specific:</p> <p>Mentoring</p> <p>Pre employment Program</p> <p>Equal access to training & development opportunities</p> <p>Opportunities to learner workers</p> <p>Cultural Awareness training Senior leaders</p>	Action is ongoing, recurring annually	<p>Target On track:</p> <p>Currently 3.9% Aboriginal employee participation across the workforce.</p> <p>Barranggirra Mentoring Program – provided to First Nation workforce, optional take up.</p> <p>All staff have access to training and development.</p>



	<p>Inclusive recruitment practices</p> <p>Acknowledgement of Country & Welcome to Country</p> <p>Celebrate NRW and NAIDOC Week</p>		<p>Aboriginal Cultural Heritage training built into 3DS Project Online Induction, plus.</p> <p>Inclusive Recruitment practices embedded into NWA Recruitment Guide.</p> <p>Acknowledgment of Country, Welcome to Country, NRW, NAIDOC Week celebrations.</p>
<p>Ensure a minimum representation of 15% women as part of the Project workforce over the duration of the Project</p>	<p>Gender recruitment targets</p> <p>Promote flexible working (case study)</p> <p>Succession planning</p> <p>Unconscious bias training</p> <p>Provide all female employees with equal access to training and development opportunities</p> <p>Inclusive recruitment advertising – state JHG is a WGEA Employer of Choice for Gender Equality</p> <p>Zero tolerance of discrimination, sexual abuse and bullying etc.</p> <p>Celebrate International Women’s Day</p>	<p>All actions are completed and ongoing, recurring annually</p>	<p>Target on track:</p> <p>Currently 17% women representation.</p>
<p>Ensure a minimum representation of 5% women in STEM positions as part of the Project workforce.</p>	<p>Engage women in STEM roles.</p>	<p>Action is on track and ongoing.</p>	<p>Target on Track:</p> <p>Currently 21% representation of Women in STEM roles.</p>
<p>Ensure 20% women in leadership roles.</p>	<p>Leadership workshops & 1:1 coaching</p> <p>Women specific Mentoring</p>	<p>Action is on track and ongoing.</p>	<p>Target behind:</p> <p>Currently 18% representation of women in leadership roles</p>



			Mentoring program implemented Regular 1:1 Coaching implemented.
Achieve a minimum representation of 1% employees with disability	Inclusive recruitment and job matching: Capability building and development Ongoing support and engagement	Action complete and on track	Target on track: Currently 3% representation D&I recruitment practice implemented – NWA Recruitment Guide. Disability Awareness training covered in NWA Online Project Induction, International Day of People with Disability – webinars, resources and guides shared. All staff have access to training and development opportunities. Mentoring Program implemented. People team is available to support managers and supervisor of people with disability.
Achieve a minimum representation of 4% culturally diverse individuals as part of the Project workforce.	Support CareerSeekers Internship Program Work with Settlement Services International (SSI) to recruit CALD candidates Job ready – careers talks, mock interviews, work experience Provide CALD employees with equal access to training and development opportunities Mentoring SSI Connecting Women to Trades Program (pre employment)	Action complete and on track	Target on track: Currently 19% representation CareersSeekers Internship Program activated x 1 intern. Engage SydWest instead of SSI – supported the delivery of Job Readiness Civil Construction Program, hired one graduate. All staff have access to training and development opportunities Mentoring Program implemented. Harmony Day celebrations.



	Celebrate/Acknowledge Harmony Day		
Achieve a minimum of 10% learner workers of all age	Early Career pathways (work experience, industry visits, etc) Capability development Inclusive workplace culture (zero tolerance of discrimination, encourage use of pronouns)	Action complete & On going	Target behind: Current representation is 5%.
LGBTQ Inclusion	Celebrate at least one LGBTQ+ day of significance Acknowledge at least three LGBTQ+ day of significance LGBTQ+ Awareness training (60% completion) Welcome Here Project Share LGBTQ Language guide.	Action is ongoing, recurring annually	Target on track.: Project promoted three key days of significance and supported awareness campaign.
Develop and implement training and mentoring programs	Strategies to attract, recruit and retain diverse employees will include: Pre employment programs (Workforce Australia, NFPs, government agencies, community organisations) Mentoring 1:1 and groups is available to all staff, including diverse groups and will respect self determination. Mentoring is optional and not mandatory – worker can decline	Action in ongoing	Target on track. SydWest Job Ready Civil Construction Program delivered. Mentoring Program – implemented. DEI Awareness training – captured in NWA Online Project Induction. Training participation records – through by 3DS e.g. project inductions.



	DEI Awareness Training – accessible to all staff Review and monitor mentoring programs, and outcomes annually Training participation records kept.		
--	--	--	--

By facilitating and fostering ongoing collaborative relationships with suppliers, sub contractors, and the wider supply chain, we have progressed our social spending. Progress against our targets is outlined in Table 3 below:

Diversity Metric	Target	December 2025
% of Aboriginal employees	3%	3.9%
%Aboriginal Participation Spend (%)	3%	3.03%
\$Aboriginal Participation Spend (\$)	\$1,569,407.00	\$1,584,856.25
% of Employees with disability	1%	3%
% Women on the Project	15%	17%
% Women in Leadership	20%	18%
% Culturally and linguistically diverse workers	4%	19%
Programs and strategies in place to encourage local and participation and engagement, traineeships, and mentor programs within local areas.	>10	33



Appendix B: Organisation Chart



Functional Org Chart

