

nbn<sup>®</sup>



# DIVERSE, RESPECTFUL & INCLUSIVE WORKPLACE

nbn- Commercial

10 November 2025

Owner: People Strategy & Culture, People & Culture





# POLICY OVERVIEW

## INTRODUCTION

This policy outlines nbn's commitment and expectation to foster a diverse, equitable, and inclusive culture. This commitment enables collaboration, innovation and the development of better solutions for our customers, partners, and the communities we operate within ultimately supporting our purpose to elevate Australia by connecting people and powering progress.

We believe everyone should feel supported in being able to bring their best self into a diverse and inclusive work culture that allows the company to leverage different perspectives, backgrounds, and experience. We enable and foster flexibility and balance in the way we work.

## WHY THIS IS A POLICY

A focus on [diversity](#), [equity](#), and [inclusion](#) enhances decision making, innovation and helps attract and retain talent, and is key to creating a purpose-led culture underpinned by nbn's values.

## WHO DOES IT APPLY TO

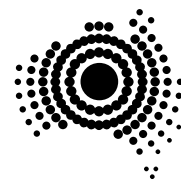
This policy applies to nbn [employees](#), [contractors](#), and [Directors](#) in all nbn workplaces.

## RELATED POLICIES & DOCUMENTATION

- [Code of Conduct](#)
- Leave Policy
- [Privacy Policy](#)
- Recruitment & Employee Development Policy
- Enterprise Risk & Resilience Management Policy
- [Safety & Wellbeing Policy](#)
- Security Policy
- Workplace Relations Policy
- Employee Remuneration and Benefits Policy

## KEY TAKEAWAYS

- We consciously create and maintain an inclusive environment where all our people feel empowered, safe, and respected, have a sense of belonging, and can thrive and succeed.
- We support accessibility needs and equal employment opportunities via [reasonable workplace adjustments](#).
- Everyone at nbn contributes to promoting an inclusive workplace by valuing and respecting people's differences.



# 1 PURPOSE

At [nbn](#), we recognise that when unique people work together, they can deliver extraordinary results. We are focused on building an inclusive workplace by fostering a diverse workforce where people feel valued, respected, and safe.

This policy sets out the nbn's commitments to finding ways to achieve diversity, equity, and inclusion. nbn is committed to practices that embed a safe, diverse, and inclusive place to work where we prioritise our people and our customers' wellbeing and do not tolerate discrimination, bullying, or harassment (including sexual harassment).

# 2 SCOPE

This policy applies to all nbn [employees](#), [Directors](#), and [contractors](#), in all nbn workplaces.

# 3 POLICY

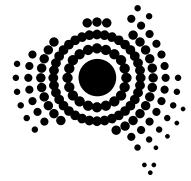
## 3.1 PRINCIPLES

- Inclusion is fundamental to nbn's purpose, mindsets and values, benefiting our employees, customers, and community, and is therefore a shared responsibility of all employees, contractors, and Directors.
- Our people treat each other fairly and respectfully.
- Our people empower each other to reach their full potential.
- Our people have a responsibility to be an [upstander](#) and call out unsafe or disrespectful behaviour.
- nbn complies with all relevant legislation and employer obligations.

## 3.2 OBJECTIVES

nbn is committed to:

- inclusive workplaces where all employees feel valued, respected, and safe, including attracting and celebrating diversity of employees across ages, cultural background, [disability](#), ethnicity, sex, gender identity, marital or family status, religious belief, sexual orientation or socio-economic background, perspective, and experience;
- ensuring equity of opportunity for diverse talent to apply for and be successful through our recruitment processes;
- inclusive experiences when engaging with nbn as a customer, partner, or in the communities;
- connecting with individual experiences, backgrounds, ideas, insights, skills, and qualities of a diverse workforce to achieve nbn's strategy and purpose;
- empowering team members to manage their productivity, effectiveness, and personal situation;
- supporting accessibility needs for our people and equal employment opportunities for people impacted by disabilities, including [reasonable workplace adjustments](#), providing accessible information technology to our employees and support for those with disabilities to safely perform their roles;
- supporting flexible ways of working through implementing [flexible work arrangements](#), which nbn will consider on an individual basis to ensure alignment with business requirements, and includes nbn's hybrid model, which balances flexibility with an expectation that all teams spend reasonable time at nbn workplaces;
- supporting employees undergoing [gender affirmation](#), as well as their [managers](#), teams, and clients to ensure everyone is supported throughout the process from start to end;
- creating an environment where our people can be fearless and feel safe to speak up and act against inappropriate behaviours that negatively impact themselves or others;
- providing diversity, equity, and inclusion forums consistent with modern corporate practice and nbn's sustainability goals;



- enabling people [leaders](#) with tools and training to support inclusion and diversity that creates a safe workplace and drives higher engagement outcomes;
- diversity, equity, and inclusion practices, advocating for positive change in our industry and in the community; and
- complying with all relevant legislation and employer obligations.

### 3.3 DATA AND REPORTING

nbn proactively incorporates applicable legislative change and government recommendations specific to diversity, inclusion, and equitable outcomes.

nbn monitors its performance in the areas of diversity and inclusion using appropriate measures and targets, including compliance with the Workplace Gender Equality Act 2012 (Cth) and relevant reporting requirements.

Progress is reported to, and discussed in various forums, including nbn's [Board](#) and all our Stakeholders, these include but are not limited to, our Executive Team, Audit and Risk Committee and People and Remuneration Committee.

### 3.4 LEGISLATIVE REFERENCES

This policy is also in place to ensure nbn's compliance with its legal, statutory, and regulatory obligations, including but not limited to, Respect@work provisions and aspects of the following laws as they relate to fair work and discrimination:

- Fair Work legislation;
- [Discrimination legislation](#); and
- Privacy legislation.

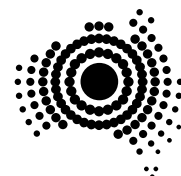
### 3.5 THIS POLICY AND YOUR CONTRACT

You are required to comply with applicable nbn's [policies](#) as a condition of your agreement to work at nbn.

However, nbn policies do not form part of your agreement and may be varied from time to time.

## 4 ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
<b>Employees and contractors</b>	<p>nbn employees and contractors have a responsibility to:</p> <ul style="list-style-type: none"><li>• Respect each other and contribute to an inclusive workplace by valuing and respecting each other's differences;</li><li>• Speak up when you are concerned that someone maybe at risk of discrimination or unfair treatment; and</li><li>• Comply, so far as reasonably able, with any reasonable instruction given by nbn relating to diversity, equity, and inclusion practices.</li></ul>



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## ROLE

## RESPONSIBILITIES

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### People [leaders](#)

People leaders have the same responsibilities as employees and contractors, plus the following additional obligations:

- Model, acknowledge and encourage desired behaviour;
  - Create a safe work environment which encourages open dialogue and values diverse perspectives; and
  - Actively identify and eliminate any barriers to equity of opportunity in employment.
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### People & Culture

People & Culture has a responsibility to:

- Design, develop, and communicate appropriate strategies to support the creation and maintenance of an inclusive workplace;
  - Promote the value of a diverse workforce and inclusive workplace;
  - Develop appropriate measures, targets, and regular reporting to assist ExCo and Senior Leaders and the nbn's Board assess nbn's performance against its diversity, equity and inclusion goals. This includes commitments to the WGEA gender equality targets and reporting requirements;
  - Provide advice and support to employees and leaders in relation to promoting and embedding a diverse and inclusive workplace; and
  - Assist leaders to apply the policy appropriately.
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### [ExCo](#) members

ExCo members have a responsibility to:

- Review and endorse measurable objectives for achieving diversity, to be recommended to nbn's board and other stakeholders; and
  - Sponsor and provide active support to Employee Advocacy groups.
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### Directors

Directors have a responsibility to ensure adequate strategic priority for and delivery of Diversity, Equity & Inclusion initiatives at nbn.

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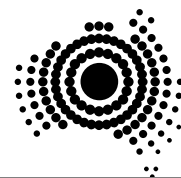
## 5 CONTACT DETAILS

## 6 POLICY APPROVAL

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<b>Policy approver</b>	People & Remuneration Committee
<b>Version</b>	3.0
<b>Date approved</b>	10/11/2025

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**Review cadence** Biennial

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**Next review date** December 2027

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## 7 VERSION HISTORY OVERVIEW

Additional detail regarding previous versions of this policy may be obtained from the Enterprise Compliance team. The policy will be periodically reviewed to check that it is operating effectively and whether any changes are required.

VERSION	DATE	SUMMARY OF CHANGE
3.0	10/11/2025	Updated alignment to nbn's purpose and mindsets. Adjusted description of policy purpose and objectives. Added link to Employee Remuneration and Benefits Policy. Addition of reference to provision of accessible information technology.
2.0	10/10/2024	Administrative update: aligning formatting to refreshed nbn branding, updating additional resources and adjusting definitions of contractor and extended worker to match other corporate policies.
1.0	16/11/2023	Consolidation of: Gender Affirmation Workplace Policy; Equal Employment Opportunity Policy; Flexible Work Arrangements Policy; Accessibility Policy; and Diversity, Equity & Inclusion Policy. Relocated process and operational detail into separate guidance pages on the nbn Hub. Formatting and style changes to align to refreshed nbn corporate policy template and approach.

## 8 DEFINITIONS

**ARC** means the Audit & Risk Committee of the Board.

**Board** means nbn's Board of Directors.

**Board Committee** means [ARC](#), [PRC](#), or another Committee of the Board.

**CEO** means nbn's Chief Executive Officer.

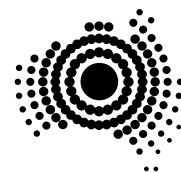
**contractors** means [extended workers](#).

**DDA** means the *Disability Discrimination Act 1992* (Cth).

**direct discrimination** occurs when one person or group is treated less favourably because of a protected characteristic (eg, because of their sex, gender identity, intersex status, age, race, sexual orientation, pregnancy, or family responsibilities).

**Director** means a member of the Board.

**disability** has the same meaning as under s 4(1) of the DDA and can include physical, intellectual, psychiatric, sensory, neurological, and learning disabilities. Disabilities can be permanent or temporary, visible, or invisible.



**disability and discrimination laws** means the DDA, *Disability (Access to Premises – buildings) Standards 2010*, [FW Act](#), and applicable State and Territory disability legislation.

**discrimination** can take the form of [direct discrimination](#) or [indirect discrimination](#).

**diversity** encompasses diversity of demographics, diversity of thought, and diversity of approach.

**employee/s** means [permanent employees](#) and [maximum-term employees](#) of nbn.

**equity** (or equitable) means ensuring that barriers to individuals realising their potential are identified and addressed and that fairness and impartiality are characteristic of all matters related to the workplace.

**extended worker** or **extended workforce** (EW) means a non-employee (or multiple non-employees) performing work defined as such under the Recruitment & Employee Development Policy. The resource need is typically [Outcome Based](#). nbn agrees with a third party to deliver an identified business outcome or project under a [statement of work](#). EWs do not count as headcount within a business unit's Workforce Plan Budget (a consulting budget is required) and are managed by the business unit and owner or manager accountable for the relevant SOW.

**ExCo** means nbn's Executive Committee, which consists of the heads of each Business Unit.

**flexible work arrangement** (FWA) means a modification to an employee's usual work arrangement that is agreed between the employer and the employee. Examples of flexible work arrangements include changes to hours, patterns or locations of work with the aim of helping manage work-life balance, meet carer obligations and support their personal wellbeing.

**FW Act** means the *Fair Work Act 2009* (Cth).

**gender affirmation** means diverse types of treatments, therapies, or changes that support a transgender or nonbinary person in their gender transition.

**inclusion** (or inclusive) exists where people are valued and respected and have a sense of belonging.

**indirect discrimination** occurs when there is a particular requirement, condition or practice which appears to apply to everybody equally, but which has the effect of disadvantaging more people with a particular protected characteristic, and which is not reasonable in the circumstances.

**Key Stakeholders** mean nbn teams that are responsible for content in a policy that is owned by another team. Teams identified as Key Stakeholders must be consulted on and may also trigger changes to the policy in question.

**leaders** means nbn managers who have direct teams and supervisory responsibilities.

**manager** refers to the person an employee or contractor reports to.

**maximum term employee** means an employee employed for a maximum period.

nbn is nbn co limited (ABN 86 136 533 741) and its related entities.

**NES** means the National Employment Standards, which are the minimum employment entitlements in the *Fair Work Act 2009* (Cth).

**Outcome Based** means a resourcing need for one or more people to deliver a defined outcome or project against an agreed SOW.

**permanent employee** means a person directly employed by nbn on an ongoing basis.

**policies** mean nbn's corporate policies, which focus on enterprise-wide principles and set out key roles and responsibilities. These documents are administered by Enterprise Compliance, and are approved by either the [CEO](#), a [Board Committee](#), or the Board.

**PRC** means the People & Remuneration Committee of the Board.

**reasonable workplace adjustment** may take the form of a change to a work process, practice, procedure, or environment that enables an employee with disability to perform their role in a way that minimises the impact of



their disability where the making of such an adjustment does not impose an unjustifiable hardship on nbn.

**statement of work (SOW)** means an agreement between nbn and a supplier that sets out the approved outcome or project scope with milestones and deliverables and what is expected of the supplier to enable the supplier to complete the work on schedule, within budget, and to the required standard of quality.

**“we”** refers to nbn.

**WHS laws** means the *Work Health & Safety Act 2011 (Cth)* and the *Work Health & Safety Regulations 2011 (Cth)*.

**upstander** means a person who speaks or acts in support of an individual or cause, particularly someone who intervenes on behalf of a person being attacked or bullied.

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