



Better together

Diversity and Inclusion at nbn



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“I’m privileged to be part of an organisation that offers meaningful opportunities to grow as a professional. The supportive environment fostered at every level of nbn creates a workplace that thrives on diversity.”

Vanessa Duffy

Senior Commercial Manager

Messages



nbn's purpose is to lift the digital capability of Australia, to ensure all Australians have access to broadband as soon as possible, so they can unlock the social and economic benefits that fast broadband can bring.

This is a purpose with Diversity & Inclusion at its core. It says we exist to create digital opportunity for all Australians.

We live in a large, diverse and multicultural nation. The strengths inherent in diversity – and the different points of view it can expose you to – are worth celebrating, because they help underpin our economic success and quality of life.

nbn consists of thousands of employees and contractors. People from all nationalities and backgrounds, working together in locations all over Australia. I see first-hand the benefits that their diverse perspectives and experiences bring. They make **nbn** a better place to work and enable us to deliver better outcomes for our customers.

For me, there are only upsides to creating an inclusive workplace where everyone can bring and share their unique perspectives. We will continue to work hard to ensure that this is what the culture of **nbn** is all about.

Stephen Rue

Chief Executive Officer, **nbn**



I'd like to welcome you to **nbn's** first Diversity and Inclusion brochure. It tells our story about who we are at **nbn**, what guides us, and all that we have achieved.

Like the nation it serves, **nbn** is vibrant, diverse and inclusive. Each day we invite all of our employees to bring their true selves to work, and to feel supported while doing so. In championing diversity in all its forms, we are building a better organisation; one that is more resilient and innovative because it draws upon the rich backgrounds of the people who are proud to work here.

One of our four values that shines most brightly to me is 'we care'. Simply put, we foster the development of our people and in turn listen to and delight our customers. We are reflective of the communities we serve, and in turn we are driven to improve the lives of all Australians, in their homes and businesses.

My hope is that when you read this you get a true sense of what makes **nbn** a great place to work, and why we are better together.

Sally Kincaid

Chief People and Culture Officer, **nbn**



“I’m proud that nbn shares my vision, striving to ensure our LGBTI colleagues feel comfortable, included and respected at nbn’s workplaces around the nation.”

Michael Loos

Senior Project Officer

Who we are

nbn was established in 2009 to design, build and operate Australia's wholesale broadband access network.

Driven by our purpose to lift the digital capability of Australia, our diverse workforce of over 6,000 people is customer-led, working nationwide to build and run the network. It's an exciting project, and evidence shows that the network is having a profound impact on Australia. It has helped to empower entrepreneurs and new businesses, boosted the economy and supported more people to work from home and in ways that best meets their needs.

Our people feel a strong sense of pride in being a part of something that is supporting the future of our nation and connecting Australians.

The principles of inclusion, equality and progress for all are encapsulated in our core values and how we conduct ourselves as a business, and as individuals. We're building a genuinely diverse and inclusive workplace to help us to best support the needs of our equally diverse customers and communities.

Purpose

To lift the digital capability of Australia

Values

We are
one team

We are
fearless

We
deliver

We
care

Working at nbn



81%
employees feel that **nbn**
values diversity of ideas
and perspectives



89%
employees feel our
leaders care about
our wellbeing



85%
employees feel that they
are treated fairly regardless
of who they are



84%
employees value
being part of a
diverse and inclusive
business

Source: **nbn** Great Place To Work Employee Survey 2019



Why Diversity and Inclusion matters at nbn

Our differences are what makes life interesting. And they are what makes organisations like **nbn** successful.

We celebrate these differences by making Diversity and Inclusion part of our everyday. We want **nbn** to be a safe environment for all. A place where you can feel supported and welcomed regardless of your background. A place that values your unique voice. And a place where you can feel comfortable bringing your best self to work.

Our core focus is on Inclusion. We recognise that the diversity we have at **nbn** can only thrive if our people feel supported, safe, empowered and included.

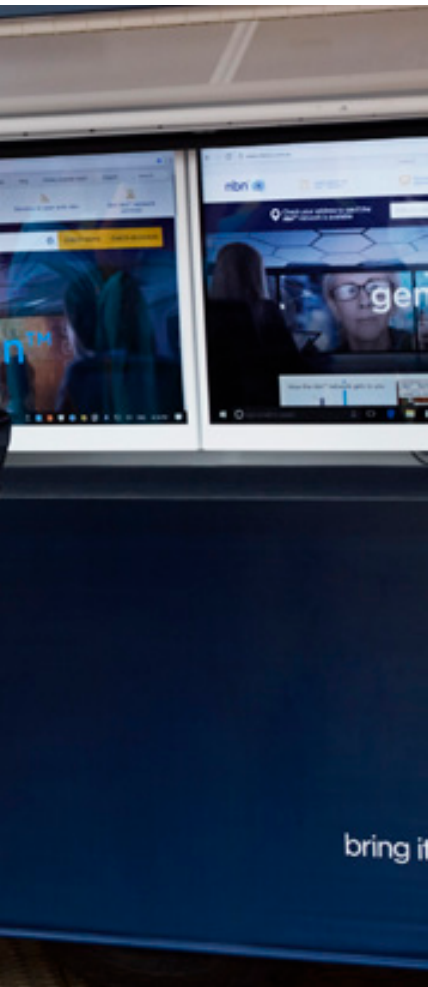
Our commitment to Diversity and Inclusion is driven by three factors:



Diversity and Inclusion is integral to who we are

nbn is a vibrant and diverse organisation. Since we were established in 2009, we have been working to provide access to high speed internet services to people all over Australia – from large cities to remote townships.

To achieve this goal, we work every day with people from many communities and backgrounds. It is vital that we reflect their diversity in our own workforce. This is why Diversity and Inclusion is part of everything we do.



Our Diversity and Inclusion mission

Better Together

To create an inclusive workplace that supports and leverages our diverse workforce to drive excellent performance, deliver for our customers and create a great place to work for all.

Our Diversity and Inclusion aims

- Embed inclusion considerations into our cultural DNA and business as usual processes
- Build inclusive leadership capability and understanding of the power of inclusion across the business
- Foster a healthy and inclusive working environment in which all our people can thrive, succeed and collaborate
- Deliver quality solutions and services through reflecting the diversity of our customers
- Measure success through robust targets and shared accountability for all employees, including the CEO and Executive

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Diversity and Inclusion is good for business

There is a growing body of evidence that creating an inclusive culture in which diverse perspectives can thrive is not just the right thing to do for our people but a powerful contributor to organisational performance.

McKinsey & Company research showed that companies with a high level of gender diversity on their Executive teams are 21% more likely to outperform on profitability and 27% on superior value creation¹. It is further demonstrated by Deloitte, whose research demonstrated that teams with inclusive leaders are more likely to say they are high performing, making high quality decisions and behaving collaboratively.²

¹Vivian Hunt, Lareina Yee, Sara Prince, and Sundiatu Dixon-Fyle, McKinsey & Company, "Delivering through diversity," January 2018, <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

²Juliet Bourke and Andrea Espedido, Harvard Business Review, "Why Inclusive Leaders Are Good for Organizations, and How to Become One," 29 March 2019, <https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one>

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Diversity and Inclusion is good for Australia

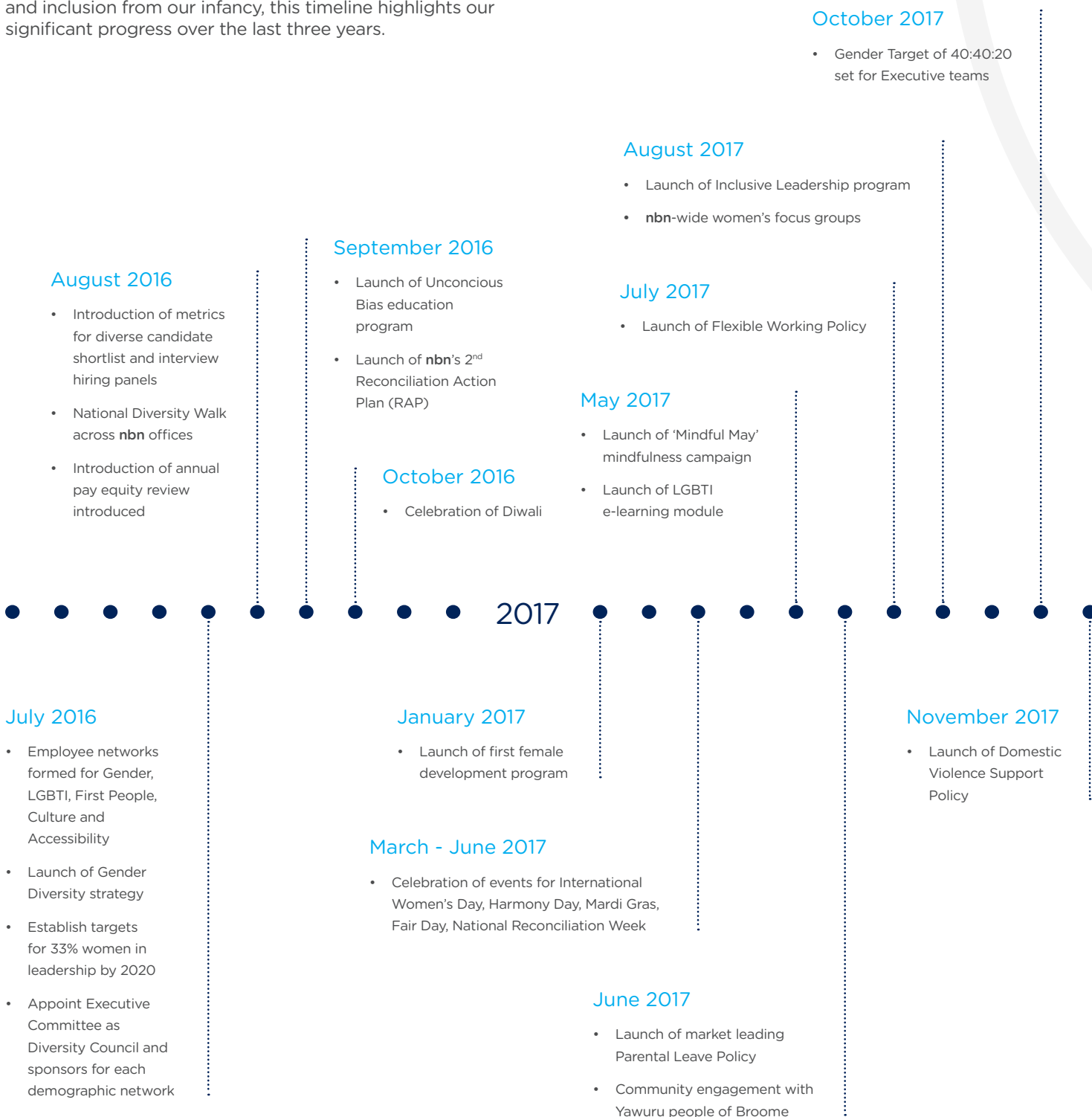
We live in a country that is becoming increasingly global and diverse. To support this, and to deliver the service and products our customers expect, we all need to embrace Diversity and Inclusion.

At **nbn** we believe we need to show our people and the customers and communities we serve that we welcome and value them. We are only as good as the actions we take and the standards we hold ourselves and others to.

Our journey so far

Here at **nbn** we are proud of how much we have achieved in a short space of time.

There is more to do but our journey to date is testimony to what can happen when an organisation is committed to taking action. While we have had a focus on diversity and inclusion from our infancy, this timeline highlights our significant progress over the last three years.





August 2018

- LGBTI Inclusion awareness training
- Launch of Mentoring@nbn online platform

May 2019

- Awarded silver in Australian Workplace Equality Index
- Launch of Inclusion program

December 2017

- Launch of Reconciliation Awareness education
- Engagement with First People communities in APY Lands

March 2019

- Launch of STEMpreneur program for selected schools across Australia

February 2018

- Launch of female talent sponsorship program

September 2018

- Launch of education and rainbow lanyards for LGBTI allies

2018

2019

May 2018

- Celebration of IDAHOBIT Day
- Awarded bronze in Australian Workplace Equality Index

December 2018

- Launch of Accessibility and Inclusion Plan

November 2018


- Launch of Gender Affirmation Policy

July 2018

- Launch of Liakukana community for First People employees and allies
- First nbn celebration of Hoodie Day for NAIDOC week

October 2018

- Launch of 3rd Reconciliation Action Plan



“Being part of nbn’s sponsorship program for women was a great opportunity to focus on my career aspirations and grow connections. It is inspiring to see so many talented women here at nbn. We have an Executive team that really champions diversity and fosters an environment for this talent to be recognised and grow.”

Mojdeh Rashid-Salehi

Executive Manager FTTC

Supporting our people

Flexibility

We are committed to providing a caring, flexible and open environment for our people to support their ability to manage their professional and personal life.

We understand that at times our employees may need to work flexibly to manage personal and work commitments, and provide a range of options and associated support for all employees. Our policy is 'reason neutral' which means anyone can seek to work flexibly for any purpose. Our open approach to flexibility assists us to attract, engage and retain the best talent. It is simply part of how we work at **nbn**.

Inclusive policies

We provide a safe and supportive working environment through policies and support, including:

- Flexible working
- Parental leave
- Family and domestic violence support
- Purchased leave (4 weeks per annum)
- Transitioning support for transgender employees
- A full service Employee Assistance Program (confidential counselling service for our employees and their immediate families)

Flexible working: Erica's story



According to our 2019 Great Place to Work Survey results, more than half of **nbn**'s workforce now works flexibly.

Erica Kershaw, Advisor in the Group Internal Audit, Fraud and Risk team, is one such person. This talented cricketer from the ACT Meteors team was selected to play in the Women's National Cricket League.

"After many years of playing a sport that I love, I had the opportunity to really play at the next level. **nbn**'s flexible approach meant I could base myself in Canberra and have the ability to train with the team every day. It made such a difference knowing I had complete support from my manager and team."

Parental leave: Greg's story



nbn's parental leave policy offers 18 weeks' paid leave, and for six months new parents can return to work for four days a week, receiving five days' pay.

Greg Walsh, Executive Manager Finance, took advantage of this market-leading approach while his wife returned to work.

"How enormous this opportunity has been to us is hard to explain, as both my wife and I are without family support in Australia. **nbn** and my manager have been nothing but supportive – the bond my son and I will build in this time together will stay with us for life."



“The people at nbn are what make it special. We are a diverse collection of people but everyone is driven by being part of something truly ground-breaking to support the future of Australia. We really do live and breathe our values and I see that every day in how people across the business support, respect and interact with each other.”

Vanda Strange

Indigenous Affairs Lead

Our pillars of diversity

As part of our Diversity and Inclusion strategy, we have a tailored approach for five areas of demographic diversity.

Underpinning everything we do is a recognition of the value of fostering a truly inclusive workplace culture to ensure that all our people, no matter their background or experience, feel involved, empowered and valued.

We recognise that there are certain demographic groups who have traditionally been under-represented or disadvantaged in the workplace. For this reason, our five areas of focus are:



Gender Equality



Accessibility



Cultural Diversity



First People



LGBTI Pride

To ensure that diversity and inclusion always remains a priority for us, members of our Executive Committee make up our Diversity Council, with each of them holding specific responsibilities related to diversity and inclusion.

Gender Equality

Our aim

To provide a fair and equitable workplace culture in which both men and women have equal access to opportunity, and to develop and succeed in their career at **nbn**.

We firmly believe that achieving gender equality is critical to the creation of a high-performing team. As a result of our dedicated focus over the last four years, our employees can experience:

- A focus on women in leadership, with targets set and tracked. As a result of this focus, **nbn**'s representation of women in leadership has grown from 22% to 31% since 2015
- Tailored programs to support women's career development and progression including sponsorship programs and an online mentoring platform
- A talent acquisition approach that ensures equity through gender balanced recruitment shortlists and interview panels and fair process for hiring and promotions and internal opportunities



- Gender pay equity prioritised and reviewed across the organisation
- Strong employee engagement for our men and women alike (currently at 79%)
- Gender diversity networking groups across the organisation designed to boost engagement, build connections and drive career opportunities
- Awareness education for all employees in key areas such as inclusion and challenging biases and assumptions
- Celebration of days of significance such as International Women's Day
- Market leading policies in flexible working, parental leave and domestic violence support and leave

Gender Equality priorities

Focus on female leadership: Achieve target of 33% females in leadership roles by 2020.

Best in market: Attract talent with best in market policies, practices and culture.

Tracking progress: Hire and retain more females according to tracked targets.

Development programs: Develop and promote more females, with focused development programs for talented women and developing women in non-traditional roles.



“Achieving greater gender balance is a major priority and our targets keep us accountable. We recognise the value of diverse contributions, continue to remove barriers and bias, and ensure that opportunity is available to everyone.”

Paul Tyler

Chief Customer Officer, Business and Executive Sponsor for Gender Equality



Accessibility

Our aim

To provide a workplace free from barriers where people with disability can feel safe, welcome and empowered to reach their full potential.

While we have always had a strong focus on workplace health and safety, a distinct focus on accessibility is a relatively new priority for **nbn**. We are committed to providing the support and resources for people with disability to feel safe, supported and empowered to reach their full potential in our workplace. Today, we offer the following, with more to come:

- An Accessibility and Inclusion Plan to focus our efforts. This plan, created with the support of the Australian Network on Disability, was launched on International Day of Disability (December 2018)



“Some of our most talented people are challenged by short or long-term disability. Providing a work environment that meets their needs is in the best interests of us all.”

JB Rousselot

Chief Strategy Officer and
Executive Sponsor for Accessibility

- A Steering Committee on Accessibility with representatives from across the business
- Best practice accessible design for our future premises through employee consultation
- Mindfulness campaigns to support employee health and wellbeing and raising awareness about mental health concerns on RUOK? Day
- An Accessibility employee network and interest group

Accessibility priorities

Accessibility and Inclusion Plan 2019-2021: Implement nbn’s support for people with disability through achievement of plan actions.

Disability confidence: raise awareness and build disability confidence across our business.



We partner with Australian Network on Disability to inform our approach to Accessibility.

Cultural Diversity

nbn is a culturally diverse organisation, which reflects Australia's population. A third of our employees identify as culturally diverse and more than half speak a language other than English. We believe this cultural diversity is important to understanding and meeting the needs of our customers and communities. Our employees can experience:

- Regular sharing of stories that highlight the cultural diversity of our people through our workplace intranet
- Celebration of cultural dates of significance, such as Diwali and Taste of Harmony
- An ongoing focus on reviewing our facilities and policies to ensure they meet the cultural needs of our people
- A focus on engaging with all our people through a clear understanding of our people's cultural background and needs
- Multi faith rooms in our major offices. To raise awareness and support employees, we published a guide with information about the rooms, facilities and locations

“A third of our people identify as culturally diverse and more than half speak a language other than English. This is why cultural Diversity and Inclusion matters.”

Kathrine Dyer

Chief Network Deployment Officer and Executive Sponsor for Cultural Diversity



Cultural Diversity priorities

Employee awareness and engagement: Raise awareness and foster a community that supports cultural diversity and creates a sense of belonging for everyone at **nbn**.

Education and resources: Break down unconscious bias, challenge thinking and combat stereotypes and discrimination through education, awareness programs, tools and resources.

Our aim

We are committed to creating a workplace environment in which **nbn** employees feel free to express the uniqueness of their culture and identity while understanding and appreciating the diversity that exists around them.





“nbn supports cultural diversity in all its glory and celebrates events, like Harmony Day and Diwali, with an explosion of food, colour and smiling faces.”

Dawn Leong

Senior Manager, Information and Analytics



“The Accessibility Program offers employees with mental health and/or physical health challenges the opportunity to speak and be heard which is crucial in creating and maintaining a diverse and inclusive workplace. Being in an environment that fosters acceptance and openness inspires employees to be comfortable with who they are, just as they are.”

Chuck Anderson

Group Resilience

“All our colleagues must feel safe and secure in being themselves to be their best at work. This is why we are committed to embracing and supporting the inclusion of our LGBTI employees.”

Brad Whitcomb

Chief Customer Officer, Residential and
Executive Sponsor for LGBTI Pride



LGBTI Pride

Our aim

To connect, support and celebrate the diversity and inclusion of our Lesbian, Gay, Bisexual, Transgender, and Intersex (LGBTI) employees and allies.

The issue of inclusion and equality continues to exist for members of the LGBTI community. We are focused on creating an environment where all our people can feel safe and comfortable to be who they are.

Our employees can experience:

- A strong commitment to inclusion of the LGBTI community at **nbn** as evidenced by our silver ranking in the Australian Workplace Equality Index (AWEI)
- A continuing focus on ensuring that policies are explicitly LGBTI-inclusive
- A passionate and rapidly growing network (**nbn**TM Pride) for LGBTI employees and their allies



- Policy and resources to support people in the workplace to transition to their affirmed gender
- Education programs and training on LGBTI awareness and inclusion
- A strong focus on visibility, including signs of LGBTI inclusion in the workplace and active Executive sponsors, senior champions and communications
- Celebration of LGBTI dates of significance, such as the International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT), Mardi Gras, Midsumma and Wear it Purple Day

LGBTI Pride priorities

Visibility and inclusion: Visible support in our celebration of LGBTI inclusion days of significance, promotional resources and senior leadership endorsement.

Employee and community engagement: Raise awareness and actively support LGBTI inclusion for our employees and in the community.

Education, policy and resources: Support LGBTI inclusion through inclusive policies, awareness programs, tools and resources.



nbn Pride has grown rapidly since its inception in 2016 and now has enthusiastic and committed membership of over 1,000 allies and those who identify as LGBTI.

First People

Our aim

Our vision for reconciliation is to see the work we do enhance meaningful conversation, understanding and connection between First People communities and broader Australian society and communities.

From its first Reconciliation Action Plan (RAP), launched in 2013, **nbn** has continued and strengthened its commitment to First People. The 2018-2022 RAP, our third, outlines the steps we will take in the areas of relationships, respect and opportunities to achieve our Reconciliation vision:

“To see the rollout of the **nbn**™ broadband access network enhance two-way meaningful engagement, understanding and connection between First People communities and broader Australian society and communities.”

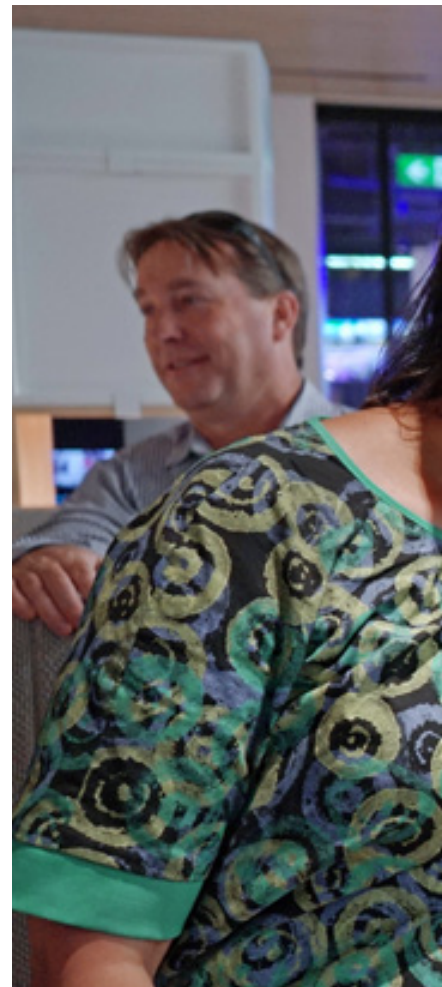
As a result of this commitment, our people and customers can experience:

- A wide range of activities to support understanding across our workforce, including reconciliation and cultural awareness training and the celebration of significant events, such as National Reconciliation Week and NAIDOC Week including AIME Hoodie Day

“Our goal at nbn is to promote understanding, empathy and engagement with First People to create connected communities where Indigenous Australians can share in the benefits of the nbn™ network.”

Justin Forsell

Chief Legal Counsel and
Executive Sponsor, First People



- Regular opportunities for First People employees to share their stories
- A dedicated team to support engagement with First People communities. This includes ensuring that all our construction activities utilise the First People Cultural Heritage Protocols
- Use of Welcome to Country and Acknowledgment of Country at significant events
- Strong partnerships with many First People organisations, including Supply Nation, Work Ventures, Career Trackers, AIME, Port Community Limited, Quandamooka Yoolooburabee Aboriginal Corporation, the Yawuru Peoples of Broome, the APY Lands Council and its communities

First People priorities

Reconciliation Action Plan (RAP): Support **nbn**'s vision for reconciliation through achievement of 2018 - 2020 RAP actions.

Delivery Partners: Enable **nbn**'s Delivery Partners to support **nbn**'s vision for reconciliation.

Relationships: Build meaningful engagement, understanding and connection with First People organisations and communities.





“As a proud aboriginal man from Tebrikunna territory, and descendant of Mannalargenna, I’m pleased to know that nbn’s commitment to diversity and inclusion is being taken seriously, in order to provide a fair and even opportunity to all of its staff.”

Ryan Watson

Senior Network Engineer



Liakukuna

[Lee-Ah-Kooh-Kah-Nah]

Liakukuna means waterfall in the Paredareme Language of Tasmania. This is significant to us as an organisation, as the first part of the **nbn**[™] broadband access network was laid in Tasmania. It was the beginning of the ripple effect **nbn** has had on connectivity, education, health and prospects of communities Australia-wide.

nbn is proud to have been gifted and given permission to use this name from the Melythina Tiakana Warrana Aboriginal Corporation, the Paredareme Pungenna Aboriginal Corporation and the numerous other affiliated TRACA organisations.

The original artwork, by indigenous Australian designer Marcus Lee, symbolises the ripple effect that is created by the telling of stories – first in small circles and then spreading wider to a larger audience. The three main circular shapes represent the living connections between **nbn** and Community that build inspiring and meaningful partnerships.

Liakukuna is the focal point of our organisational commitment to supporting Indigenous culture internally and across Australia.



“The nbn graduate program connects and empowers graduates who have diverse backgrounds and educational journeys to champion their difference in experience, mindset and skills.”

Nikki Nolan

Graduate (2017 Cohort)

“Being a Graduate at nbn has provided me with a unique platform to learn, grow and engage with an array of diverse, experienced industry professionals who consistently encourage me to be fearless and bring my best self into work every day.”

Michelle Choy

Graduate (2017 Cohort)



www.nbn.com.au

1800 687 626

If you would like to find out more, or you have any questions on our Diversity and Inclusion initiatives, please contact us on diversityandinclusion@nbnco.com.au