



Our people

A safe, inclusive and engaged workforce



NBN Co continues to build a values-led company culture as it delivers on its purpose to lift the digital capability of Australia, while developing capability and diversity, and striving to remain a great place to work.

NBN Co remains committed to the provision of a safe and inclusive workplace environment that values and respects the diverse backgrounds, perspectives, and experiences of its people and the communities the **nbn**[®] network serves.

The Company is committed to attracting and retaining talent by providing meaningful work, contemporary work practices and supporting employees' career aspirations through transparent career and learning pathways. Our focus has been on key technical abilities such as network and software engineering, cyber security, data science and analytics.

NBN Co values the importance of embracing emerging workplace practices including flexible work that enables us to attract and retain talent.

Employee engagement

The 2022 employee engagement survey, conducted in July 2022, achieved a participation rate of 93 per cent and an engagement score of 81 per cent, which places the Company in the top quartile of global companies, with a values-led culture, diversity, inclusion and safety all key drivers.

This is a positive achievement given the continued evolution of the Company in a highly competitive labour market, coupled with the ongoing pandemic.

Diversity, equity and inclusion

NBN Co is committed to the promotion of diversity, equity and inclusion among its people, in the workplace and in the broader community.

A diverse and inclusive workplace will allow the Company to leverage different perspectives, background and experience. This can be used to create enhanced outcomes and helps deliver better solutions for communities and customers across the nation.

In 2022, NBN Co refreshed its Diversity, Equity & Inclusion (DEI) strategy, aligned with the organisation's Purpose and Vision for 2025. Our five DEI Employee Network Groups were aligned and further empowered for positive impact under the **nbn** DEI Community of Practice (CoP).

FY2022 highlights

81%

Employee engagement score

FY21: 76%

32.4%

Female representation in management

FY21: 33%

2.3

Total Recordable Injury Frequency Rate (TRIFR)

FY21: 2.2

GENDER EQUITY

Female engagement has been higher than male engagement across our last full employee engagement survey in 2021 and our pulse employee engagement survey (+1 and +2 points higher than their male counterparts).

In February 2022, NBN Co endorsed a refreshed Gender Equity strategy to identify and accelerate our gender equity objectives. Core to the strategy is the role of the leader. The Company acknowledges that leaders play a critical role in the systemic shift required to lift female representation across the organisation.

This year is the third year of **nbn** Equals, an employee-led action group working to create a fair and equitable workplace where all employees have equal access to opportunity, development and success, regardless of gender. The Company maintained its commitment to pay equity with a gender pay gap of 1.1 per cent at year end. We continue to work to reduce this to zero.

NBN Co is working with external partners to encourage girls and young women to consider careers in STEM (Science, Technology, Engineering and Maths).

In addition, the Company has mature partnerships with Parents At Work, WORK180, and Australian Business & Community Network (ABCN).

ACCESSIBILITY

The Accessibility and Inclusion Plan (AIP) supports people with disability by offering a supportive, accessible workplace. Throughout the term of NBN Co's first AIP, significant achievements have been made in accessibility to the public, our employees, partners and clients.

NBN Co also provides products and services for people and customers with a disability in the wider community, in alignment to its digital inclusion objectives.

NBN Co has a continuing relationship with the Australian Network on Disability (AND), a national not-for-profit that helps organisations engage with people with disability. NBN Co supports students with disability via the Stepping Into Internship Program and has contributed mentors to employees within AND's employee network.

The Company believes everyone should feel supported in being able to bring their whole self to work.



CASE STUDY

Gender equity

As at 30 June 2022, 32.4 per cent of management positions are held by women. The Company is committed to increasing female representation in the workforce and achieving 40 per cent female representation in management by 2025.

[See more online](#)

at nbn.tm/Equals



CASE STUDY



Lifting digital capability

Through **nbn** Giving, our people are supporting the Yolgnu students of Dhupuma Barker, a small school situated in Ganyagara, in remote North East Arnhem Land.

See more online

at nbn.tm/Dhupuma

LGBTIQ+ PRIDE

nbn Pride powers NBN Co's LGBTIQ+ inclusion initiatives, including inclusion best-practice advisory services, policy change, ally education and community and peer support.

NBN Co participates in the Australian Workplace Equality Index (AWEI), an external benchmarking tool for LGBTIQ+ inclusion.

The Company was awarded Gold employer status, for the second year running, as measured by the Australian Workplace Equality Index, putting NBN Co in the top 10 per cent reporting employers in Australia. The Company also celebrates LGBTIQ+ days of significance including Wear it Purple Day, IDAHOBIT and Pride Month.

Health and safety

As a national company - that employs approximately 4,600 people across Australia and with offices in every state and territory - the health, safety and wellbeing of our people, partners, customers and the community is paramount.

The Company knows that the changing world we live in, and associated challenges, have made the programs and policies in place to support the wellbeing and mental health of employees more important than ever before.

NBN Co's Health, Safety and Environment (HSE) team provides strategies, systems support and programs, which aim to enhance the physical health and mental wellbeing of all our people.

It is also tasked with ensuring the safety of the **nbn**[®] network and its associated infrastructure.

In line with public health orders and vaccination uptake at the national level, NBN Co’s employees and partner workforces are required to be fully vaccinated against COVID-19 as a condition of entry to NBN Co workplaces and undertaking customer or community work.

This follows an increase in requests for fully vaccinated field technicians when attending customer premises and the need for NBN Co to be COVID-Safe when engaging in the community.

The Company’s COVID-19 vaccination policy came into effect on 15 February 2022 following consultation and requires NBN Co employees, external partners representing NBN Co and visitors to be fully vaccinated against COVID-19 in several circumstances. This includes undertaking customer or community-facing work on behalf of the Company and attending an NBN Co controlled workplace or sponsored event.



PERFORMANCE

NBN Co has several lead metrics tracked against targets to measure health and safety performance.

As outlined in the table below, in FY22 there was an increase in the TRIFR¹ for employees and contractors (combined) but within the target set for FY22, and a reduction in the frequency of HSE incidents with the potential to cause serious harm. Injury trends were similar to previous years, with musculoskeletal injuries, fractures, and lacerations continuing to be the most common types of injuries.

Driving and remote work incidents and underground and concealed services strikes were the most common type of incidents with the potential to cause serious harm. Compliance rates with HSE Critical Risk Controls remained consistently high across the Delivery Partners and internal workforce. No serious harm HSE incidents occurred in FY22.

Year	NBN Co overall TRIFR ¹	NBN Co overall frequency of HSE incidents with the potential to cause serious harm ²
FY22	2.3	0.6
FY21	2.2	0.7
FY20	2.7	1.5

1. For further details of the Total Recordable Injury Frequency Rate (TRIFR), refer to footnote 1 on page 198.
2. Total number of potential serious harm HSE incidents per million hours worked includes incidents with a potential consequence of ‘severe’ but excludes incidents with an actual consequence of ‘severe’. Serious harm HSE incidents are those resulting in a severe consequence such as a fatality or permanent disabling injury.

In FY22, the most significant challenges faced included:

- Health and wellbeing of our people due to COVID-19
- Responding to natural disasters
- The scale and geographic dispersion of the work.



To address these challenges in FY22, the Company has:

- Further embedded its contractor management framework, including but not limited to, HSE contractor pre-qualification of delivery partners, risk-based second line HSE audit programs, monthly HSE peer to peer review meetings and monthly National Operational Governance meetings
- Refined its HSE Confidence Score as a contractual key performance indicator on all strategic contracts
- Continued to focus on the psychological health and safety of employees, with company-wide policies, training, support mechanisms and awareness campaigns
- Continued to monitor the impact of, and implement controls to protect against, COVID-19 for both office and field-based employees
- Arranged briefings for people deployed to natural disaster impacted areas
- Held weekly leader led safety calls to review the effectiveness of existing controls and raise awareness of hazards unique to working in natural disaster areas, such as Japanese encephalitis
- Arranged debriefs following demobilisation.

SUPPORTING THE WELLBEING AND MENTAL HEALTH OF NBN CO'S PEOPLE

The past year saw a continued focus on the physical and mental health of our people, especially as we move to a new normal in the context of the COVID-19 pandemic. We have delivered a number of key wellbeing initiatives including:

- A month-long wellness program in partnership with one of our wellbeing partners. The program included a business-wide exercise competition, as well as sleep, eating and mindfulness challenges aimed at helping people adopt sustainable changes to support a healthy way of life
- Continued promotion of our employee assistance program, which offers an holistic suite of services including career advice, lifestyle and nutrition services, family and



relationship counselling as well as psychological support services

- Introduction of the Company's COVID-19 vaccination policy to support the health of our employees, our customers and those we work alongside
- Our Mindful May program, covering mindfulness and resilience to support the mental health of employees
- Ergonomic assessments and advice for employees as they work both at home and in the office.

FUTURE FOCUS

- **Attract and retain a highly skilled workforce operating in a safe and inclusive culture**
- **Maintain top quartile employee engagement results**
- **40% female representation in management by 2025**