



# Diversity and Inclusion policy

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Owner: Executive General Manager Talent, Capability and Organisational Development

## Background

At **nbn** we value the contribution of all our people and recognise that diverse experiences and backgrounds enable us to provide an environment where our people can reach their full potential and we can also achieve a positive outcome for our stakeholders. We recognise that diversity and inclusion is a business imperative that leads to a healthier workplace and enables us to leverage the unique skills and perspectives of our people in order to best serve our customers and meet our shared goals.

## Purpose

This policy sets out **nbn's** commitment to the promotion of diversity amongst our people, in our workplace and in the community. Diversity in an inclusive work environment increases employee engagement, productivity and retention and allows **nbn** to attract the highest calibre of employees from the widest talent pool available. It also allows for better decision making and problem solving and enables us to meet the needs of the customers and communities in which we work and operate.

Diversity and inclusion also allows us to explore new ways of working and using technology effectively to support flexible working to meet the needs of our people, our customers and our organisation. **nbn** has voluntarily adopted the ASX Corporate Governance Principles and Recommendations (3<sup>rd</sup> Edition). In accordance with Recommendations 1.5, **nbn's** diversity plan and actions will be periodically reviewed by our internal People and Remuneration Committee. Our reporting on the diversity profile of the company also drives transparency and accountability in relation to this policy and the achievement of **nbn's** diversity objectives.

As part of our commitment to our diversity and inclusion goals, we have set measurable objectives to achieve greater gender balance and further embed flexibility as the way that we work across the organisation.

## Scope

This policy applies to all **nbn** employees as well contractors/TsAs (Temporary Staff Augmentation). This policy applies in all **nbn** workplaces, however this policy is not incorporated into and does not form part of any employee's contract of employment or any TSA or contractor agreement.



# Policy

The following principles, values and measures comprise the policy and are to be used to guide diversity action plans and will be used by leaders and employees to enable achievement of our common goals.

At **nbn** we believe that there is strength in diversity and opportunity through inclusion and our Diversity and Inclusion strategy is currently focused on four priority areas as outlined below:

## 1. Gender

To improve the representation of women in senior management, **nbn** has set a target of 33% of women in senior management by 2020. **nbn** has also put in place the additional support outlined in the 'Gender balance' section below to continue to increase the overall representation of women and help **nbn** reach its targets.

## 2. Disability

Creation of an inclusive workplace with the resources and support to enable employees with disabilities to contribute at their best.

## 3. Culture and Identity

We value and embrace cultural diversity at **nbn** and aim to create a workplace in which all cultures are respected.

Creation of a workplace to connect, support and celebrate awareness and acceptance of Lesbian, Gay, Bisexual, Transgender, Intersex (LGBTI) employees and their allies.

## 4. Aboriginal and Torres Strait Islanders

**nbn** has launched its second Reconciliation Action Plan (RAP). Our vision for reconciliation is to connect communities across Australia, where Aboriginal and Torres Strait Islander people share equally in the benefits of the **nbn**<sup>TM</sup> network.

**nbn**'s commitment to creating diversity and inclusion is reflected in the following actions:

- Our Diversity Council (our Executive Committee) will review and endorse **nbn**'s diversity targets and associated initiatives, as well as **nbn**'s performance against these targets, on a regular basis.
- Targets will be set recognising the current environment, the commitment to build a more diverse workforce, the commitment to create a more inclusive work environment, and **nbn**'s achievement against its targets.
- Information on **nbn**'s performance against external diversity targets will be included in **nbn**'s annual report.
- Facilitating fair opportunities for a wide candidate pool, based on competence, performance and potential by:
  - basing employment decisions on the principles of fairness and equality for all candidates;
  - engaging and retaining a workforce with broad experiences, backgrounds and leadership styles;



- increasing representation of women in the workforce, especially in leadership positions; and
- increasing representation of Aboriginal and Torres Strait Islander backgrounds in the workforce
- Embedding new ways of working through embracing flexible work practices across the organisation.
- Initiatives to support family friendly work practices for both men and women (e.g. paid parental leave and encouragement of flexible working).
- Assist leaders to improve their capability in managing diverse teams and creating more inclusive work environments.
- Supporting leaders to embed flexible work practices through resources and training.
- Providing resources and training to all employees to better understand the principles of diversity and inclusion.
- Ensuring the principles of diversity and inclusion are utilised when conducting key people processes including leadership and talent plans, recruitment, performance management, learning and development, recognition and reward programs, remuneration levels, procurement and product development.
- Building an environment where employees can be themselves by proactively addressing issues including inappropriate workplace behaviour such as discrimination, harassment, bullying, victimisation and vilification.

#### Gender balance:

**nbn** actively looks for ways for all our people to have a fair chance at reaching their career aspirations and we are committed to ensuring that obstacles are minimised so that talent has an opportunity to thrive at **nbn**. In particular, **nbn** has made it a priority to increase the level of female representation at senior management level.

**nbn** has put in place additional support to continue the increase the overall representation of women in the workforce and in senior management which include (but are not limited to):

- subject to necessary skills and experience female representation on all short lists for roles being hired;
- female representation on interview panels;
- female participation in leadership and other key development programs; and
- continuing a comprehensive annual gender pay analysis, ensuring starting salaries are within specified range and having a gender focus during remuneration review.

Our approach to gender balance is not about tokenism or affirmative action. A minimum standard of competency will always be required for any appointment or promotion. However, we are committed to ensuring that we have an attractive work environment for all employees and can attract the best talent to hire and retain the best people at **nbn**. Working in an environment that is successful and meets its targets provides more opportunities for all.

## Roles and responsibilities

#### Employees are responsible for:

- Complying with the provisions of the Diversity and Inclusion policy and supporting **nbn's** diversity initiatives.
- Treating all colleagues with respect and professionalism, respecting different ways of thinking and working to maintain a workplace that is inclusive and free from discrimination and harassment.
- Informing their Leader of any breach or potential breach of the Equal Employment Opportunity Policy and the



#### Diversity and Inclusion Policy.

- Role modelling inclusive behaviours to their colleagues, teams and customers in line with the principles outlined in this policy.

#### Leaders are responsible for:

- Being role-models for inclusive behaviours and proactively supporting the principles outlined in this Policy.
- Ensuring all decisions relating to appointment, promotion and career development are made in accordance with the principles outlined in this policy in order to provide all employees with a fair opportunity to meet their career aspirations.
- Fostering an inclusive environment that celebrates and recognises the value of diverse teams.
- Considering all employee requests that will help promote diversity at **nbn** and make all possible accommodations to these requests.
- Understanding the diversity needs of our key community stakeholders, delivery partners and customers
- Ensuring their team members are aware of, and behave in accordance with **nbn's** Diversity and Inclusion Policy.

#### The Diversity Council (Executive Committee) is responsible for:

- Being role-models for inclusive behaviours and proactively supporting the principles outlined in this Policy.
- Monitoring **nbn's** implementation of the diversity strategy and performance against its targets.
- Addressing any challenges to **nbn's** diversity goals.
- Determine diversity initiative priorities in support of the principles outlined in this policy.
- Advocate key diversity internal and external communication messages and channels.
- Report on **nbn's** diversity results.

#### The People and Culture team are responsible for:

- Being role-models for inclusive behaviours and proactively supporting the principles outlined in this policy.
- Ensuring all employees are made aware of their obligations and responsibilities in relation to diversity and inclusion and the behaviours expected by **nbn**.
- Providing ongoing support and guidance to all employees and leaders in relation to diversity principles and practices.
- Execution of the program of work to support our Diversity and Inclusion strategy.

## More information

Please contact your Leader or Human Resources Business Partner if you require additional information in relation to this policy.



## Related policies

- Indigenous
- Code of Conduct
- Equal Employment Opportunity
- Disability
- Managing Performance and Behaviour Managing Workplace Grievances
- Recruitment and Selection
- Flexible Working Arrangements

*Kath Nell*

*EGM Talent, Capability and Organisational Development  
Effective as of 13March 2017*



## Document control

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Policy author	Joanna Regan Program Manager Diversity and Inclusion
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## Revision history

Revision	Description	Policy Author
1.0	Approved policy	Michael Doran
2.0	Updated Logo to new <b>nbn</b> Logo Standard and updated classification in line with revised policy.	Michael Doran
3.0	Revised policy as per diversity plan development and template upgrade	Sarah Freeman
4.0	Biannual review and amendment	Kath Nell
5.0	Review and amendment approved by the People and Remuneration Committee at meeting no. 26 on 13 March 2017.	Joanna Regan