



Australian Government

**NAIF**

Northern Australia Infrastructure Facility

**EQUAL EMPLOYMENT OPPORTUNITY**

**ANNUAL PROGRAM REPORT**

NOVEMBER 2023

## Letter of transmittal

**Hon Madeleine King MP**

**Minister for Resources and Northern Australia**

In accordance with section nine (s9) of the Equal Employment Opportunity (Commonwealth Authorities) Act 1987, I hereby submit the Northern Australia Infrastructure Facility (NAIF) Equal Employment Opportunity Report for the period ending 30 November 2023 for your information.

Tracey Hayes

Chair of the Northern Australia Infrastructure Facility (NAIF) Board

## Revision control

Issue	Author	Reviewed	Approved	Signature
Final/Issued	Lyn Bluett	Craig Doyle	Tracey Hayes	

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## 1. Report Scope

Northern Australia Infrastructure Facility (NAIF) became a relevant authority under the Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (the Act) in November 2022, when NAIF headcount reached 40 employees. As such, from November 2022 an Equal Employment Opportunity Program (EEO Program) was required to have been designed and implemented with NAIF's initial annual report with the data period from November 2022 to November 2023.

## 2. Report Purpose

The purpose of the program is to design and implement appropriate actions that address the elimination of discrimination and promote equal opportunity for all but with specific focus on the following designated groups, as defined by the Act:

- Those identifying as female;
- Those identifying as First Nations People;
- Those who migrated to Australia and whose first language is not English and the children of those persons; and
- Persons with physical or mental disability.

## 3. Report Definitions

Definitions of designated groups as per *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* (the Act) (s3(1)):

**designated group** means any of the following classes of persons:

- a) members of the Aboriginal race of Australia or persons who are descendants of indigenous inhabitants of the Torres Strait Islands;
- b) persons who have migrated to Australia and whose first language is not English, and the children of such persons;
- c) persons with a physical or mental disability; and
- d) any other class of persons prescribed by the regulations for the purposes of this definition.

Definition of disability as per *APS Guidelines* (based on the *Australian Bureau of Statistics Survey of Disability, Ageing and Carer*):

**Physical:**

- shortness of breath or breathing difficulties that restrict everyday activities;
- blackouts, seizures or loss of consciousness;
- chronic or recurrent pain or discomfort that restricts everyday activities;
- incomplete use of arms or fingers;
- difficulty gripping or holding things;
- incomplete use of feet or legs;
- restriction in physical activities or in doing physical work; and
- disfigurement or deformity.

***Psychosocial (mental):***

- nervous or emotional condition that restricts everyday activities;
- mental illness or condition requiring help or supervision;
- memory problems or periods of confusion that restrict everyday activities; and
- social or behavioural difficulties that restrict everyday activities.

Disability as per *Disability Discrimination Act 1992* (s4):

**disability**, in relation to a person, means:

- a) total or partial loss of the person's bodily or mental functions; or
- b) total or partial loss of a part of the body; or
- c) the presence in the body of organisms causing disease or illness; or
- d) the presence in the body of organisms capable of causing disease or illness; or
- e) the malfunction, malformation, or disfigurement of a part of the person's body; or
- f) a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- g) a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions, or judgment or that results in disturbed behaviour.

## 4. Commentary

### 4.1 The Development of NAIF's EEO Program

In November 2022, NAIF reached the threshold for reporting under the Act. An EEO Program was established in consultation with the EEO Advisory Group. This group contained representation across all designated groups as defined in the Act.

The purpose of the EEO Program is to design and implement appropriate actions that address the elimination of discrimination and promote equal opportunity for all but with specific focus on the following designated groups, as defined by the Act.

Referencing the requirements outlined within the Act, NAIF is dedicated to exploring contemporary theories in eliminating any policy and or practices which generate forms of discrimination and detract from the promotion of equal opportunity.

The Senior Director, People and Culture will be the responsible officer for the design, implementation and reporting of the program as appointed by the Chief Executive Officer of NAIF. The initial design of the program, reporting on effectiveness and establishing KPI's, including key projects will be done so in consultation with the EEO Advisory Group. Approval of the inaugural EEO Program was approved by NAIF's People and Remuneration Committee.

Information on the Program; progress updates on achievement of objectives and effectiveness of the program will be published annually on the NAIF Connect, SharePoint Page.

The overall objective of the Program is to ensure equal opportunity for all, with particular emphasis on those identified with the designated group definition, as per the Act. Objectives will be expressed as Key Performance Indicators (KPI's) and will be reviewed on an annual basis in line with the Business Planning cycle.

As this is NAIF's first year within the EEO Program, further refinements of the program, including a wider scope of inclusion will continue to occur and be reported annually in accordance with s9(2) of the Act.

## 4.2 Assessment of Effectiveness

NAIF's commitment to equal opportunity and inclusion has already been expressed through many existing and approved artifacts (many of which have been in place for several years):

- Code of Conduct;
- Internal corporate policies and procedures covering topics including bullying, harassment, sexual harassment and discrimination;
- Information contained with NAIF's Grievance Policy as well as Public Information Disclosure Policy and Procedure; and
- Induction training for all new employees and ongoing refresher training for all employees.

Equally, NAIF regularly assess performance in EEO through ongoing monitoring of attraction through recruitment practices; diversity of NAIF employees; annual salary gap analysis; and engagement through NAIF's annual Employee Engagement Survey.

NAIF also offers flexible working arrangements aligned or exceeding the National Employment Standards. NAIF also completed a gender pay analysis in the last 12 months that was presented to the People and Remuneration Committee.

NAIF has not identified any policies, procedures, practices nor processes that discriminate against any designated groups.

With this being the first year of submission under the Act, NAIF is proud to outline its performance during the November 2022 to November 2023 reporting period, in line with s6(h) of the Act. In the last 12 months, NAIF has undertaken several key projects ensuring a solid base line was established in the first year (see Table 1).

NAIF has experienced employee headcount growth in the last 12 months, with an increase of headcount from 43 to 48, with a higher proportion of the increase being through employment of those who identify as female when comparing to those who identify as male (increase of 10 compared to an increase of 5 respectively).

Equally the increase in those who identify as female has been across all senior levels in the organisation and all business units, indicating no significant issues relating to non-positive biases being experienced at NAIF.

Whilst we have seen the maintenance in headcount of persons identifying as First Nations People within NAIF's demographics the percentage representation has decreased due to the increase in overall headcount. Additionally, those identifying as First Nations People are represented in only one business unit (Strategic Policy and Engagement business unit). This indicates that future focuses could be in the space of removing barriers for those who identify as First Nations People to enter other areas of the business. However, it is positive to note that representation of those identifying as First Nations People is across all job classifications (from EMG to Senior Associate) of the business organisation structure.

NAIF has a strong representation (34%) from those who have migrated to Australia and whose first language is not English, and the children of such persons (NES). This representation is across all levels (other than Executive Management Group) of the business and across all business units.

Table 2 (below) provides the exact headcount numbers in alignment with the requirements of the Act.

# Table 1

## 2023 Project Status Update

Key Focus Area	Key Projects	Status Update
Inclusions and Diversity - Gender	<ul style="list-style-type: none"> <li>Review the language used in recruitment advertisements.</li> <li>Develop a “Careers” page on the NAIF website showcasing Working Flexibly initiatives (testimonials from employees).</li> <li>Review the language used in internal documentation (policies; procedures; FAQ's).</li> </ul>	<ul style="list-style-type: none"> <li>Review the language used in recruitment advertisements. <a href="#">Commenced.</a></li> <li>Develop a “Careers” page on the NAIF website showcasing Working Flexibly initiatives (testimonials from employees) <a href="#">Commenced with content and page updated. Q3, 2024 will see video material uploaded.</a></li> <li>Review the language used in internal documentation (policies; procedures; FAQ's) <a href="#">Commenced.</a></li> </ul>
Inclusion and Diversity – First Nations people	<ul style="list-style-type: none"> <li>Develop entry pathways including work experience; vacation work via universities; graduate programs.</li> <li>Complete cultural safe workplace audit.</li> </ul>	<ul style="list-style-type: none"> <li>Complete cultural safe workplace audit <a href="#">Discussed with the Advisory Group and agreement that a desktop audit will be completed in the first instance. Complementary feedback will be gathered through the Employee Culture Survey being held in Q3, 2024.</a></li> </ul>
Inclusion of persons with physical disability	<ul style="list-style-type: none"> <li>Review office location accessibility ensuring each location and lay out meets the Australian Standard.</li> </ul>	<ul style="list-style-type: none"> <li>Review office location accessibility ensuring each location and lay out meets the Australian Standard <a href="#">Assessment has been completed. Building Management in Sydney office have some remedial actions to take in relation to the whole of the building (not just the floor occupied by NAIF). Darwin, Townsville, Cairns Brisbane and Perth offices, confirmation received from Building Management Company, <a href="#">Disability (Access to Premises–Building) Standards 2010</a>, ).</a></li> </ul>
Inclusion of persons with mental disability	<ul style="list-style-type: none"> <li>Promotion of Working Flexibly initiatives.</li> <li>Promotion of EAP.</li> <li>Education on Psychosocial Safety.</li> <li>Data review Engagement Survey focusing on Psychosocial Safety elements.</li> <li>Education for people leaders on EAP and Mental First Aid Training.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of Working Flexibly initiatives <a href="#">Completed (Ongoing).</a></li> <li>Promotion of EAP <a href="#">Completed (Ongoing).</a></li> <li>Education for people leaders on EAP and Mental First Aid Training                             <ul style="list-style-type: none"> <li><input type="checkbox"/> <a href="#">WHS Employee Manual and People Leader Manual Completed; Psychosocial Safety – Completed.</a></li> <li><input type="checkbox"/> <a href="#">Education regarding EAP – Completed.</a></li> <li><input type="checkbox"/> <a href="#">Mental First Aid Training (for People Leaders) changed to Inclusion Module as part of the 2024 People Leader Development Program.</a></li> </ul> </li> </ul>

## Table 2

Reporting Year: November 2022 to November 2023

### Statistical Performance

	Female		Male		Other		First Nations People		Migrated ESL		Disability *	
	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change
All Positions	22	+10	26	+5	0	0	4	0	16	+4	█	█
<b>Job Classification</b>												
EMG (Inc CEO)	2	-1	4	0	0	0	1	0	0	0	█	█
Director (Inc Snr)	4	+3	11	+4	0	0	1	0	6	+2	█	█
Associate Director	4	+2	3	0	0	0	0	0	4	0	█	█
Senior Associate	7	+5	6	+2	0	0	2	0	3	+2	█	█
Associate	5	1	2	0	0	0	0	0	3	0	█	█
Other	0	0	0	0	0	0	0	0	0	0	█	█
<b>Business Unit</b>												
Office of the CEO	3	+1	2	0	0	0	0	0	1	+1	█	█
Investment BU	9	+2	8	0	0	0	0	0	9	+2	█	█
Investment Risk BU	1	+1	4	+1	0	0	0	0	2	0	█	█
Strategic Policy & Engagement BU	4	+3	6	+1	0	0	4	0	1	+1	█	█
Operations BU	4	+2	4	+2	0	0	0	0	2	0	█	█
Legal BU	1	+1	2	+1	0	0	0	0	1	0	█	█

\*Disability data has been redacted to maintain anonymity of individuals

### Key Objective Performance

Key Focus Area	Key Performance Indicator	Current Year	Change
Inclusions and Diversity - Gender	Female participation to achieve 45% (currently at 40%)	46%	+17%
Inclusion and Diversity - Indigenous	Indigenous participation to achieve 10% (currently at 8%)	8.5%	-0.8%





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# NAIF

Northern Australia Infrastructure Facility

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