



Australian Government

NAIF

Northern Australia Infrastructure Facility

EQUAL EMPLOYMENT OPPORTUNITY

ANNUAL PROGRAM REPORT

NOVEMBER 2024

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 2024 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. This report is the second report NAIF has submitted and covers the data period from November 2023 to November 2024.

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 consists of 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 ongoing review of 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 was completed 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.

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 assesses 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. In addition, NAIF completed a gender pay analysis in the last 12 months that was presented to the People and Remuneration Committee, and this is part of the annual Remuneration Review practices.

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

With this being the second year of submission under the Act, NAIF is proud to outline its performance during the November 2023 to November 2024 reporting period, in line with s6(h) of the Act. In the last 12 months, NAIF has undertaken several key projects ensuring that the solid base line was established in the first year was continued (see Table 1).

NAIF has experienced moderate employee headcount growth in the last 12 months, with an increase of headcount from 48 to 53, 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 3 compared to an increase of 2 respectively). It is pleasing to see that NAIF has achieved closer to equal representation of male and female as this fluctuates between 47% and 51% based on people movements. In addition, NAIF has undertaken significant change to the Parental Leave provisions removing reference to primary and secondary carers and increasing paid parental leave to 18 weeks.

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 has led to several projects which commenced in this reporting period to remove 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 (40%) 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.

Establishing a workplace which is inclusive and caters for all employees is important for NAIF. In the 2024 Employee Engagement Survey, NAIF included an EEO and Inclusion section to the survey. NAIF is proud to report that based on employee feedback a 87% score was achieved (against a benchmark of 70%).

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

Table 1

Project Status Update

Key Focus Area	Key Projects	Status Update
Inclusions and Diversity - Gender	<ul style="list-style-type: none"> Review the language used in recruitment advertisements. Develop a “Careers” page on the NAIF website showcasing Working Flexibly initiatives (testimonials from employees) Review the language used in internal documentation (policies; procedures; FAQ’s) 	<ul style="list-style-type: none"> These actions are ongoing and will continue as we develop the Web Page. Policy language review has been updated as we have reviewed policies. In addition to the language a review of the Leave Policy, in particular Parental Leave, was undertaken based on feedback from the EEO Advisory Group. As a result, the leave entitlement was amended to be non-gender specific (elimination of Primary and Secondary carer leave classifications); increase to paid Paternity Leave; flexibility in taking paid Paternity Leave and the continuation of Superannuation payments whilst on non-paid Paternity Leave. A desk top review by a third party will occur in 2025
Inclusion and Diversity - Indigenous	<ul style="list-style-type: none"> Meeting with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. This initial action will help inform NAIF’s approaches for: Utilisation of advertisement modes to effectively reach Aboriginal and Torres Strait Islander candidates. Review of recruitment procedures and practices to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. Develop or participation in a First Nations graduate program. Liaise with a non-for-profit organisation to assess and determine where there may be any Aboriginal and Torres Strait Islander businesses or initiatives which would benefit from a NAIF secondee. 	<ul style="list-style-type: none"> Meeting with Elders is being undertaken by the RAP Committee Chair National Indigenous Times was used for recruitment campaigns as a pilot. This will be expanded in 2025. Meeting has been held with 2 Indigenous Businesses to consult with them on recruitment engagement. NAIF has developed an Indigenous Employment Strategy for its own internal workforce. The three pillars of the strategy covers are (1) Recruitment; (2) Retention and (3) Representation Secondee opportunity has not been explored yet, but this action is now captured within the Innovate RAP

Inclusion of persons with physical disability	<ul style="list-style-type: none"> • Review office location accessibility ensuring each location and lay out meets the Australian Standard 	<ul style="list-style-type: none"> • This has been completed and is part of consideration for all future office reviews
Inclusion of persons with mental disability	<ul style="list-style-type: none"> • Promotion of Working Flexibly initiatives • Promotion of EAP • Education for people leaders on EAP and Mental First Aid Training • Continue to monitor Psychosocial safety with employees through cultural surveys and through the WHS Committee. 	<ul style="list-style-type: none"> • Continued uptake of working flexibly shows this benefit is appreciated by employees. This has been reported back in the 2024 Employee Engagement Survey • EAP continues to be promoted with the information available within the Employee Portal; promoted at induction; well-being promoted through the employee benefits and on Employee Portal • PL Development has had a focus on understanding individuals, their motivations, performance; how to have conversations and provide feedback etc. • Monitoring of Psychosocial Safety elements within each work location has been embedded into the site inspection checklist

Table 2

Reporting Year: November 2023 to November 2024

Statistical Performance

	Female		Male		Other		Indigenous		Migrated ESL		Disability	
	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change
All Positions	25	+3	28	+2	0	0	4	0	21	+5		
Job Classification												
EMG (Inc CEO)	2	0	4	0	0	0	1	0	0	0		
Director (Inc Snr)	4	0	11	0	0	0	1	0	8	+2		
Associate Director	4	0	2	-1	0	0	0	0	4	0		
Senior Associate	10	+3	9	+3	0	0	2	0	6	+3		
Associate	5	0	2	0	0	0	0	0	3	0		
Other	0	0	0	0	0	0	0	0	0	0		

Key Objective Performance

Key Focus Area	Key Performance Indicator	Current Year	Change
Inclusions and Diversity - Gender	Female participation to achieve 50% (currently at 45%)	47%	+1%
Inclusion and Diversity - Indigenous	Indigenous participation to achieve 10% (currently at 8%)	7.5%	-1%



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