



Australian Government

NAIF

Northern Australia Infrastructure Facility

EQUAL EMPLOYMENT OPPORTUNITY

ANNUAL PROGRAM REPORT

FEBRUARY 2026

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 2025 for your information.

Tracey Hayes

Chair of the Northern Australia Infrastructure Facility (NAIF) Board

Revision control

Issue	Author	Reviewed	Approved	Signature
Final/Issued	Liz Jamieson	Craig Doyle	Tracey Hayes	

Copyright

Copyright © 2026, Northern Australia Infrastructure Facility (NAIF). All rights reserved. This document is the property of NAIF and cannot be reproduced, copied, or transmitted in any form, without the prior consent of NAIF.

Confidentiality

This report is provided in confidence and is only intended for the recipient of the report. This report contains confidential information and information within it should not be disclosed to third parties without the express written permission of Northern Australia Infrastructure Facility.

Disclaimer

Northern Australia Infrastructure Facility follows internal quality control procedures to ensure that all work produced within this report is accurate within the expectations and scope of the study involved. The findings within this report are based on input data provided and assumptions outlined in the report and are only intended for use by the recipient.

Contents

1. Report Scope	4
2. Report Purpose	4
3. Report Definitions	4
4. Commentary	5
4.1. The Development of NAIF’s EEO Program	5
4.2. Assessment of Effectiveness	5
Table 1	7
Table 2	8
Reporting Year: 1 December 2024 to 30 November 2025	8

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 third report NAIF has submitted and covers the data period from November 2024 to November 2025.

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;
- 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:

- total or partial loss of the person's bodily or mental functions; or
- total or partial loss of a part of the body; or
- the presence in the body of organisms causing disease or illness; or
- the presence in the body of organisms capable of causing disease or illness; or
- the malfunction, malformation, or disfigurement of a part of the person's body; or
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- 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 abovementioned designated groups, as defined by 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.

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

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, sex-based and gender-based 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 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 to 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 third year of submission under the Act, NAIF is proud to outline its performance during the November 2024 to November 2025 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 established in the first two years was continued (see Table 1).

NAIF has experienced moderate employee headcount growth in the last 12 months, with a net increase in headcount from 53 to 57, with a higher proportion of the increase being through employment of those who identify as male (+5 net increase vs 0 net increase of females). This has resulted in a -3% change in female representation to 44%. Several initiatives are underway to attract and retain females at NAIF such as the Great Place to Work certification and promoting our flexible work options on a revamped careers page.

It is pleasing to see a +1.5% change in First Nations representation to 9% following the employment of a fifth First Nations employee. Those identifying as First Nations are represented in only one business unit (Strategic Policy and Engagement business unit) so NAIF continues to work with dedicated First Nations recruitment agencies (e.g. Shine People Solutions) to remove barriers for those who identify as First Nations to enter other areas of the business. It is positive to note that representation of those identifying as First Nations is across all job classifications of the business organisation structure (from Executive to Senior Associate).

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 and increased by two people in this reporting period.

Establishing a workplace which is inclusive and caters for all employees is important for NAIF. In the 2025 Employee Engagement Survey, NAIF included an EEO and Inclusion section to the survey. NAIF is proud to report that based on employee feedback, an 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
Gender	<ul style="list-style-type: none"> Maintain high gender ratio by continuing to be aware of any unconscious biases through recruitment processes. Run inaugural Great Place to Work survey to obtain certification in 2026. Promote flexibility benefits through recruitment process e.g. careers page, advertisements. 	<ul style="list-style-type: none"> Ongoing. Commenced Great Place to Work certification. Commenced careers page uplift in conjunction with Marketing and Communications team.
First Nations	<ul style="list-style-type: none"> Engage specialist recruitment agency. Undertake a Cultural Safety Audit including a review of policy documents and RAP plan. Develop strategy to increase the number of Indigenous employees. Deliver Cultural Awareness training. Deliver RAP Innovate Plan. 	<ul style="list-style-type: none"> Completed (signed Mob Jobs and Shine People Solutions as new partners). Completed by Mob Jobs, with recommendations to update policies and procedures with more inclusive language (which has been actioned in November 2025 policy updates). Completed by posting roles on Indigenous-focused websites and Shine People Solutions etc. Completed, is included in all employee PDPs as an optional Cultural Diversity KPI. Ongoing, good progress with >75% actions completed at time of writing.
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"> Completed for all recent and planned office moves (Brisbane, Perth, Darwin, Sydney and Cairns).
Persons with mental disability	<ul style="list-style-type: none"> Promotion of flexible work initiatives. Promotion of EAP. Continue to monitor psychosocial safety with employees through cultural surveys and through the WHS Committee. 	<ul style="list-style-type: none"> Ongoing (uptake of working flexibly shows this benefit is appreciated by employees). Ongoing EAP and wellbeing promotion through NAIF Connect (employee benefits), onboarding and office signage. Ongoing. Recent review of psychosocial hazards and mapped to Level 3 People Risk (frequency, duration and severity of risk) and controls, with input from WHS Committee, updated wording in WHS Information Manual.
Non-English speaking background	<ul style="list-style-type: none"> Inclusion of diversity calendar incorporated into Corporate calendar. 	<ul style="list-style-type: none"> Annual calendar includes events to celebrate NESB diversity.

Table 2

Reporting Year: November 2024 to November 2025

Statistical Performance

	Female		Male		Other gender		First Nations		Migrated ESL		Disability	
	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change	Current Year	Change
All Positions	25	0	32	+5	0	0	5	+1	23	+2	1	0
Job Classification												
EMG (Inc CEO)	2	0	4	0	0	0	1	0	1	+1	0	0
Director (Inc Snr)	4	0	12	+2	0	0	1	0	8	0	1	0
Associate Director	5	+1	4	+2	0	0	1	+1	4	0	0	0
Senior Associate	10	0	11	+2	0	0	2	0	7	+1	0	0
Associate	4	-1	1	-1	0	0	0	0	3	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0

Key Objective Performance

Key Focus Area	Key Performance Indicator	Current Year	Change	Gap to goal
Inclusions and Diversity - Gender	Female participation to achieve 50%	44%	-3%	-6%
Inclusion and Diversity - Indigenous	Indigenous participation to achieve 10%	9%	+1.5%	-1%



Australian Government

NAIF

Northern Australia Infrastructure Facility

For more information, please contact:

Craig Doyle
Chief Executive Officer
craig.doyle@naif.gov.au

Northern Australia Infrastructure Facility (NAIF)

Level 2, 111 Grafton St
Cairns QLD 4870

P: 1300 466 243 (1300 GO NAIF)
E: naifmedia@naif.gov.au
W: naif.gov.au