



STRETCH RECONCILIATION ACTION PLAN

JULY 2026 – JUNE 2029



RECONCILIATION
ACTION PLAN

STRETCH



ACKNOWLEDGEMENT OF COUNTRY

nbn acknowledges First Nations peoples and recognises their role as the Traditional Owners and Custodians of the lands and waters across Australia. We are privileged to work across all corners of this vast country and pay our respects to all Elders past and present, especially those within nbn.

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ABOUT THE ARTWORK



BUILT IN nbn Stretch RAP Sculpture Narrative

By Eastern Arrernte Artist
Pat Caruso

This sculptural work represents reconciliation as something embedded, not bolted on, within the culture, relationships, and future direction of nbn.

Carved from a single square form, the artwork reflects the idea that many voices, experiences, communities, and journeys are interconnected. No element exists separately. Each pathway loops into another, symbolising the shared responsibility of walking together toward a stronger future for all Australians.

At the centre of the upper form is a gathering place symbol a campfire surrounded by people represented through “U” forms. This acknowledges community, listening, knowledge sharing, and connection through conversation. It represents the

importance of creating spaces where First Nations voices are respected, heard, and embedded within the organisation and its future direction.

Flowing across the entire sculpture are interconnected cultural songlines and storylines. These pathways move continuously through the artwork; connecting symbols, communities, people, and Country. They represent movement, memory, communication, and the passing of knowledge across generations. The songlines symbolise that reconciliation is not a single action or destination, but an ongoing journey built through relationships, shared experiences, learning, and accountability over time.

The kangaroo tracks travelling across the sculpture represent side-by-side movement forward. They symbolise progress, shared journeys, and walking together respectfully not behind or ahead of one another, but collectively.

Circular meeting symbols distributed throughout the work represent many voices coming together. These forms acknowledge diversity within communities, perspectives, and lived experiences while reinforcing that every voice contributes to the broader story.



The flowing carved bands represent connection across Australia reflecting both physical and human networks. Inspired by nbn’s role in connecting communities, the pathways signify communication, accessibility, and the responsibility that comes with connection.

Organic growth patterns and leaf forms symbolise learning, evolution, and positive change over time. These elements acknowledge that reconciliation requires continual listening, reflection, adaptation, and action.

Importantly, the sculpture is carved from one continuous surface. This reflects the central idea that reconciliation should not sit separately from business operations or culture it must be built into the structure itself. Every carved line, symbol, and pathway depends on another to complete the whole.

The work stands as a physical marker of nbn’s Stretch RAP journey a commitment to embedding reconciliation into everyday practice, relationships, leadership, and future growth.

CEO STATEMENT: ELLIE SWEENEY

On behalf of nbn, I am proud to share nbn's sixth Reconciliation Action Plan (RAP) – and our first as a Stretch RAP.

Progressing to a Stretch RAP reflects our commitment to embedding reconciliation into the way we do business and provides the structure and pathways to deepen our impact.

In preparing for this RAP, we consulted widely across the business to seek feedback on how we are progressing in meeting reconciliation commitments. Through surveys and focus groups, employees shared honest perspectives on our progress and how we can better support First Nations inclusion. This feedback identified current strengths and challenges, and acted as the catalyst to shape the direction of this RAP.

After more than a decade of reconciliation action at nbn, we have built strong foundations of goodwill, partnership, and learning. There is a genuine desire across nbn to do better. We know meaningful progress requires collective effort and accountability. Reconciliation must shift from intent to integration, becoming part of who we are and what we do.

We're determined to build on the progress of our previous Reconciliation Action Plans and step into the next chapter of our reconciliation journey.

Our vision for reconciliation remains: to be deeply engaged and connected with First Nations cultures and aspirations for digital inclusion. As a national provider of essential digital infrastructure, nbn serves communities across the continent, including many First Nations communities, organisations and businesses. We acknowledge that for First Nations peoples, access to digital connectivity is critical to supporting education, cultural continuity, economic participation, health outcomes and community connection. Ensuring these benefits are realised fairly is a responsibility we take seriously.

We are proud of initiatives such as Community Wi-Fi, including the Local Digital Champions program, and Mob Connect – programs that support digital capability, cultural connection, and learning. Our commitment to cultural capability continues

through regular events, truth-telling, deep listening, and learning opportunities for our people. Our continued participation in Garma volunteering and Jawun secondments has seen employees and leaders spend significant time on Country and in community, strengthening understanding and relationships.

Our investment in First Nations procurement has grown steadily, with a more than ninefold increase in annual direct spend since RAP IV (FY23), including major partnerships with First Nations-owned Yurringa Energy and Gulanga. Since 2022, we have also improved 14 places in the First Nations Employment Index, placing nbn among the top organisations for First Nations employment. We're proud to have supported 41 First Nations trainees from across the country to become qualified technicians through our Internal Field Workforce program since its launch in 2023.

As we work across the Traditional lands, skies, and waters of First Nations peoples, we recognise the enduring custodianship of these communities. We embrace our responsibility to show respect, foster inclusion, and uphold these values, ensuring we work in partnership with First Nations communities to care for the land, its history, and deliver benefits for generations to come.

Over the past year, I have seen firsthand the positive impact of our First Nations engagement efforts. Spending time on Whadjuk Noongar land in Western Australia with Traditional Custodians and delivery partners to prepare and break ground on a cultural heritage site was a powerful reminder of our responsibility as a telecommunications provider. It reinforced the importance of listening, learning, and caring for the places and communities we serve.

I want to acknowledge the leadership and teams across nbn whose dedication is driving positive outcomes for First Nations communities, for nbn, and for our nation. Thank you to the First Nations peoples, organisations, and communities who have guided our reconciliation efforts to date. We know there is always more to be done, and we look forward to continuing to learn from them as we progress this RAP.

At nbn, we recognise that we deliver more than infrastructure. We deliver connection – and connection carries responsibility. With our refreshed purpose to elevate Australia by connecting people and powering progress, this commitment is more important than ever.

As we look ahead, our focus remains on walking this path with humility, accountability, and purpose. Reconciliation is not a milestone but a commitment – one that calls on each of us to listen deeply, act with integrity, and continue building the trust that underpins meaningful change.

I am confident that by working together, grounded in respect and guided by the voices and experiences of First Nations peoples, we can create a more reconciled future where opportunity, connection, and cultural pride are shared by all.

Thank you

Ellie Sweeney
Chief Executive Officer
nbn



EXECUTIVE SPONSOR: GAVIN WILLIAMS

It is a privilege to continue my role as the Executive Sponsor of nbn's sixth Reconciliation Action Plan.

While there has been much to recognise over the journey of our previous Innovate RAP, as an organisation, we're proud to now take our reconciliation journey to the next step as we progress to a Stretch RAP for the first time. Remaining at an Innovate RAP for several cycles gave us the time to build strong foundations and do the work required to embed reconciliation into all we do, all year-round.

Our fifth RAP, launched in May 2023, saw us maintain focus on four key pillars of advancing digital outcomes, improving career pathways, boosting First Nations procurement, and building on the cultural capability of our organisation.

Our nbn purpose – to elevate Australia by connecting people and powering progress – continues to guide our efforts to improve digital outcomes nationwide. This includes our critical contribution to Closing the Gap Target 17, supporting equal levels of digital inclusion for Aboriginal and Torres Strait Islander peoples by 2026.

Our Community Wi-Fi program has grown significantly, supported by a \$20 million Australian Government grant in February 2024 that enabled an expansion to an additional 23 remote communities by July 2025. We now have 107 Wi-Fi access points across more than 100 First Nations communities around Australia, enabling (via participating retailers) the provision of free internet which is accessible in public spaces to support essential services, learning and connection. Local Digital Champions are empowering their communities by growing digital skills and confidence, while the School Student Broadband Initiative extension and our Low-Income Digital Inclusion Forum device bank pilot are helping online access for remote families, supported by nbn Local's digital ability and cyber safety programs.

Closer to home, we have improved 14 places in the First Nations Employment Index since 2022, placing nbn in the top five organisations for First Nations employee equity and experience. We've seen the success of nbn programs like Mob Connect, a gathering of all nbn First Nations employees, aimed at fostering

belonging and cultural connection, and we're excited to have helped 41 First Nations trainees from all over the country qualify as technicians through our Internal Field Workforce program.

We continue to build the cultural capability of our employees through a comprehensive learning strategy, from updated e-learning modules on First Nations awareness and truth-telling, to culturally led training with expert partners such as Johnny Briggs Consultancy, and on-country immersion opportunities through Garma and Jawun, with 44 secondees, 19 executive visits and a total of 264 weeks spent in community since 2021.

Reinforced by regular internal communications, cultural storytelling, and use of significant cultural dates as learning moments, we're building a workplace that is more culturally aware, respectful and confident in engaging with First Nations peoples and communities.

Our commitment to First Nations inclusion also strengthened through culturally informed procurement and supplier partnerships. This included awarding a renewable energy contract to First Nations-owned Yurringa Energy and ICT re-seller agreement to Gulanga, and encouraging suppliers to increase First Nations employment and subcontracting. We've continued to build sustainable, long-term partnerships with First Nations businesses helping to embed economic participation and cultural understanding into our everyday operations, and have increased our yearly direct spend more than ninefold since RAP IV (FY23).

We're proud that our Executive Manager Indigenous Affairs, Che Cockatoo-Collins, was appointed to the Australian Government's First Nations Digital Inclusion Advisory Group, reflecting his deep community experience, cultural leadership, and longstanding advocacy for digital equity for First Nations peoples. Che brings invaluable insights that will help shape national approaches to improving access, affordability and digital capability for First Nations peoples, strengthening nbn's role in closing the digital inclusion gap and helping to ensure that First Nations voices, priorities and lived realities are at the centre of national policy and that there is progress toward a more connected and equitable country.

We have a deeply committed and passionate internal network of employees driving the success of our most recent RAP and milestones in the First Nations space, for which I am deeply thankful. Their unrelenting dedication is behind the significant lift in organisational maturity, ambition, and accountability we have been able to achieve.

The shift to Stretch matters because we're confident that as an organisation, we can continue to improve reconciliation within nbn and the wider First Nations communities, and the structures, relationships, cultural capability, and governance put in place during the previous Innovate RAP. With the strong foundations we have built, we are now well positioned to embrace more ambitious commitments that shape and strengthen our sixth Reconciliation Action Plan. We are truly excited by the opportunities which await us.

We know there is always more to be done, and so this next RAP will embed reconciliation even more deeply into our business, people and partnerships. We're aspiring to even stronger long-term targets across procurement, employment, cultural capability and, of course, digital inclusion.

It is because of the dedication of our business and its people that we can commence this, our sixth Reconciliation Action Plan, sure in the knowledge that our ongoing efforts not only honour the commitments we've made as an organisation, but strengthen the path we are walking together toward a more culturally aware, inclusive and reconciled Australia.

Thank you

Gavin Williams
Chief Development Officer, Regional and Remote
First Nations Pillar Executive Sponsor
nbn



A STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

On behalf of Reconciliation Australia, I congratulate NBN Co (nbn) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its sixth RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As the national broadband infrastructure provider with coverage spanning more than seven million square kilometres, nbn is well positioned to work alongside Aboriginal and Torres Strait Islander peoples and communities to drive digital access and capability across the country.

This Stretch RAP is built upon the considerable experience nbn garnered in its previous RAPs, where it focused its efforts on addressing digital inclusion of Aboriginal and Torres Strait Islander peoples. Through place-based connectivity solutions, nbn helped First Nations peoples in regional and remote communities access critical services like telehealth, online education and online government services. This increased access removes barriers to real social and economic opportunities and supports self-determined solutions in First Nations communities.

With these learnings, nbn has built solid foundations upon which to expand and embed its commitments in this RAP. Aiming to directly align with the five dimensions of reconciliation - Race Relations, Equality and Equity, Institutional Integrity, Unity and Historical Acceptance - nbn's new commitments focus

on creating culturally safe workplaces, expanding employment and procurement opportunities for First Nations businesses and building on its digital inclusion and capability programs.

Through this thoughtful approach, nbn has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend nbn on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION FOR RECONCILIATION

At nbn, our vision for reconciliation is to be deeply engaged and connected with First Nations cultures and their aspirations for digital inclusion. We recognise our responsibility to drive digital capability in partnership with First Nations peoples, and to explore how access to connectivity can unlock social, cultural, and economic benefits for Aboriginal and Torres Strait Islander peoples.

Our commitment extends beyond infrastructure. We strive to support culturally safe and appropriate use of technology, expand employment and business pathways, and amplify the success of community-led programs and solutions.

With a purpose of elevating Australia by connecting people and powering progress, we see reconciliation as central to achieving that goal. By fostering respectful relationships and meaningful opportunities, we aim to contribute to a more inclusive and empowered future for First Nations peoples and the wider Australian community.



Mob Connect 2025 – Minjerribah
(North Stradbroke Island)

OUR BUSINESS

As a Government Business Enterprise and as the national broadband infrastructure provider, nbn plays a central role in Australia’s digital transformation – one that must be inclusive, equitable, and culturally respectful.

nbn employs over 4,500 people across Australia including 75 Aboriginal and Torres Strait Islander employees, with a presence in every state and territory. nbn’s commitment to First Nations inclusion is embedded in our operations, partnerships, and governance. This includes expanding employment and procurement pathways to support First Nations economic empowerment and co-designing community-led digital inclusion initiatives.

Our geographic reach is national, spanning more than seven million square kilometres, including remote and regional communities and the Traditional Lands of Aboriginal and Torres Strait Islander peoples. This extensive footprint enables nbn to play its role in digital inclusion and support self-determined outcomes for First Nations peoples.

nbn’s focus on progressing its Reconciliation Action Plan (RAP) outcomes encompasses a broad and diverse network of internal and external stakeholders. Internally, this includes:

- Our national workforce
- Executive leadership
- Business units
- RAP Working Group members who champion reconciliation through governance, cultural learning, and operational delivery

Externally, this extends to:

- First Nations communities
- First Nations Peak Industry Bodies and Advocacy Groups
- Australian, State/Territory and Local Governments and Agencies including the First Nations Digital Inclusion Advisory Group (FNDIAG)
- First Nations suppliers
- Retail Service Providers and Delivery Partners

Through our infrastructure and community engagement, we are uniquely positioned to drive digital inclusion, economic participation, and culturally safe outcomes at local, regional, and national levels.



Che Cockatoo-Collins



FNDIAG (First Nations Digital Inclusion Advisory Group) and Expert Panel.

From left to right: Sam Dimarco, Che Cockatoo-Collins, Cheryl Bailey, Neil Turner, Dot West (Co-Chair), Gillian Mailman, Terry Jamieson, Dr Daniel Featherstone, Scott Winch, Dr Lyndon Ormand-Parker (Co-Chair), Adan Manovic, Dan Lloyd, Lauren Ganley.

nbn operates across more than 33 office and field depot locations nationwide, with sites in capital cities as well as regional and remote areas. This national presence reflects our commitment to supporting connectivity and digital inclusion across urban, regional, and remote communities.

Through our Stretch Reconciliation Action Plan (RAP VI), we reaffirm our commitment to reconciliation – not as a project, but as a shared journey. We will continue to listen, learn, and lead with integrity, working alongside First Nations peoples to build a digitally inclusive future for all Australians.

OUR RECONCILIATION JOURNEY

At nbn, reconciliation is something we've been working on for over a decade. Since our first RAP in 2013, we've built stronger relationships with Aboriginal and Torres Strait Islander peoples and communities, and we're now moving into our sixth RAP – this time stepping up to a Stretch RAP. It's about embedding reconciliation into how we work, not just what we say.

We're addressing First Nations Digital Inclusion through place-based connectivity solutions by rolling out Community Wi-Fi in more than 100 remote and isolated First Nations communities, helping people access critical services like telehealth, online education and online Government services. These projects are about more than connectivity – they're about creating real opportunities and supporting community-led solutions.

Internally, we've grown First Nations representation in our RAP Working Group and built cultural learning into our programs. Our team has taken part in events like the Garma Festival and Reconciliation Roadshow, and we've seen strong engagement through initiatives like Liakukana Connect, a storytelling campaign. Our First Nations employment has grown from 0.6 percent to 1.7 percent over the past three years.

Our partnerships and spend with First Nations businesses have developed significantly from transactional spending such as First Nations catering for events to now include strategic partnerships with organisations like Yurringa Energy, a First Nations-owned energy retailer, to power parts of our network.

We've learned that strong leadership, accountability, and listening to community voices are essential for real progress. These lessons came through experience and, more recently,

through consultations for our sixth RAP. We asked people across nbn for honest feedback, and the results were clear:

- While leaders feel positive, many employees see uneven implementation.
- Mid-level leaders reported the lowest confidence, and communication remains a challenge.
- We also need to turn good intentions – like prioritising First Nations candidates and suppliers – into everyday practice.

These insights have shaped this RAP. We're strengthening governance, building leadership capability, improving communication, and embedding commitments into business processes. There's still work to do, but we're encouraged by progress – such as moving from 19th to 5th in the First Nations Employment Index since 2022. Reconciliation is a journey, and we're committed to learning and improving every step of the way.

As we move forward, we're committed to strengthening digital literacy and ensuring equitable access to technology for Aboriginal and Torres Strait Islander peoples. In line with Closing the Gap Target 17, our focus is on creating culturally safe, inclusive environments where First Nations communities can thrive in a digital world. Our reconciliation journey is grounded in truth-telling, action, and accountability – we're not just talking about change, we're making it happen.

To show how this commitment plays out in practice, here are three case studies that highlight the impact of our reconciliation efforts.



2025 Innovate
Indigenous Category
Trevor Tims (First
Nation Certified)



JAWUN Secondees
– Shane Gillespie,
Christina Lowe &
Siobhan Slattery

POWERING PROGRESS WITH YURRINGA ENERGY

CASE STUDY

As part of our commitment to reconciliation and economic inclusion, nbn has partnered with Yurringa Energy, Australia's first First Nations-owned energy retailer, to supply electricity to major network operation sites across Queensland and South Australia. This landmark agreement was secured in 2024 through a competitive national procurement process and marked Yurringa Energy's first expansion beyond its home state of Victoria.

Under the agreement, nbn purchases approximately 8.5 Gigawatt hours (GWh) of electricity annually. This initiative not only delivers strong commercial value but also supports First Nations employment and business growth, helping to build economic resilience in First Nations communities.

Yurringa Energy has set an ambitious goal: to become the largest employer of First Nations peoples in the energy sector, with at least 50% of its workforce comprised of First Nations employees. By leveraging its supply chain, nbn is actively contributing to this vision – creating opportunities for job growth, skills development, and long-term sustainability.

This partnership aligns with the national First Nations Digital Inclusion Roadmap, which calls for improved power resilience and greater First Nations representation across the telecommunications sector. It also supports nbn's RAP V (2023-2026 Innovate RAP) commitments to increase First Nations employment, expand procurement with First Nations businesses, and foster culturally safe and inclusive practices.

This case study exemplifies how nbn is using our commercial footprint to drive meaningful change – supporting First Nations businesses in sustainable commercial relationships enhancing digital inclusion, and contributing to a more equitable national economy.





Left: Troy Fraser, CEO
Doomadgee Aboriginal Shire
Council and Che Cockatoo-Collins



DELIVERING DIGITAL INCLUSION – COMMUNITY WI-FI AVAILABLE IN OVER 100 REMOTE FIRST NATIONS COMMUNITIES

CASE STUDY

As part of our commitment to playing our role in First Nations digital inclusion, we've expanded the Community Wi-Fi program to a further 23 remote communities in the Northern Territory, Western Australia, South Australia, and Queensland thanks to \$20 million in funding from the Australian Government. These sites build on the foundation of four earlier proof-of-concept locations, creating a strong network of connectivity in some of the country's most remote areas.

With this rollout complete, nbn now supports Community Wi-Fi in more than 100 remote First Nations communities across Australia. This program directly contributes to Closing the Gap Target 17.

The initiative provides free nbn broadband access through participating retail providers in public spaces. The Wi-Fi service covers public spaces and community buildings, providing access to education, health services, online Government Services, entertainment and social connection.

A cornerstone of the program is the nbn Digital Champion role – local community members employed and trained to assist with basic technical troubleshooting and to support others in getting online and improving their digital skills.

Che Cockatoo-Collins, Executive Manager Indigenous Affairs at nbn, shared:

“These local community members are acting as digital ambassadors to empower their entire communities to get online and enhance the digital skills of themselves and the people around them. The dedication and enthusiasm of these Champions is already making a major difference to fostering a more connected and inclusive future.”

The First Nations Community Wi-Fi Program is already making a real difference.

In Fitzroy Crossing (WA), local leaders have reported school attendance rising by 20%, with kids and teens able to tap into online learning and educational resources that were previously out of reach.

The community of Gan Gan (NT) are able to participate in the Laynhapuy Homelands Annual General Meeting digitally, rather than making the 400km journey on treacherous ungraded dirt roads to Nhulunbuy.

On the ground, Digital Champions in each community are helping people get online, troubleshoot issues, and build confidence with technology. Their support is helping digital inclusion become a reality, not just a goal.



SCHOOL STUDENT BROADBAND INITIATIVE – CONNECTING FAMILIES FOR EDUCATIONAL EQUITY

CASE STUDY

The School Student Broadband Initiative (SSBI) is an Australian Government program delivered by nbn in partnership with participating Retail Service Providers. It provides free nbn broadband access to around 30,000 families and carers with school-aged children who didn't have an active nbn connection at the time of applying.

The initiative is designed to improve access to education and ease cost-of-living pressures for vulnerable households. Families participating in this program receive access to this free service until 30 June 2028.

nbn recognises that digital and connectivity literacy is lower amongst First Nations peoples which is why we accentuate engagement efforts amongst First Nations communities.

We have supported uptake of the SSBI program in the Queensland communities of Torres Strait, Palm Island and in Camooweal. To raise awareness of the program and assist with registrations, nbn partnered with the Palm Island Aboriginal Shire Council, the Palm Island Community & Rainbow Gateway, Bwgcolman Community School and Camooweal State School. Community sessions were held where families were assisted by our nbn Local team to register for the program.

These cases show how targeted connectivity programs can deliver meaningful outcomes for families, particularly in remote and regional communities. SSBI is playing its role in digital inclusion, enabling families to participate more fully in education, health and community life.

OUR RAP

Our sixth Reconciliation Action Plan marks a significant move forward as we progress to a Stretch RAP. This is about going beyond foundational commitments and focusing on long-term, measurable outcomes that embed reconciliation into how we work and the impact we create.

The plan is guided by the five dimensions of reconciliation:

- Race relations
- Equality and equity
- Institutional integrity
- Unity
- Historical acceptance

We are committed to creating culturally safe workplaces, expanding employment and procurement opportunities for First Nations businesses, and co-designing digital inclusion initiatives that are place-based and culturally informed. These priorities align with our broader purpose of connecting people and powering progress for Australia.

The development of RAP VI has been collaborative from the start. We engaged widely across our business, from the coalface to our senior leaders, and ensured strong representation from First Nations employees. Our RAP Working Group includes four Aboriginal and/or Torres Strait Islander members. The RAP Working Group is chaired by the Executive Manager Indigenous Affairs and coordinated by the Senior Manager Reconciliation Action Plan. The group meets monthly and reports quarterly to the Executive Committee to maintain strong governance and accountability.

Leadership has been critical to driving this work. Our RAP is championed internally by the Executive Manager Indigenous Affairs and sponsored by the Chief Development Officer, Regional & Remote. We also play an active role in external partnerships, including the First Nations Digital Inclusion Advisory Group and co-chairing the First Nations Telecommunications Working Group. These engagements ensure community voices shape our policies and programs.

Listening and learning remain central to our approach. We achieve a baseline for cultural awareness and our RAP for all staff through our Business Standards Diversity, Equity, and Inclusion (DEI) module, a mandatory annual training program. Beyond this, we provide role-specific learning where required, such as cultural heritage training for field staff. Two-way learning and community-led priorities are supported by:

- Cultural learning modules
- Immersion experiences through Jawun secondments
- Leadership visits

Internally, Mob Connect continues to grow as a vibrant First Nations employee community, while Liakukana brings together mob and allies to drive cultural awareness and inclusion.

What makes this RAP unique is how initiatives connect to reconciliation dimensions. For example, digital inclusion programs advance equality and equity, while cultural learning and Mob Connect strengthen unity and race relations. Feedback from consultations shaped these priorities, with communities calling for culturally safe environments and genuine co-design – principles embedded throughout the plan. This RAP reflects diverse voices and demonstrates that listening to community is key to meaningful action.

RELATIONSHIPS



Building strong relationships between Aboriginal and Torres Strait Islander peoples is central to nbn's purpose of connecting people and powering progress. As a national infrastructure provider operating across the Traditional Lands of First Nations peoples, we see reconciliation as both a social responsibility and a strategic enabler of inclusive digital transformation.

Our relationships and partnerships with First Nations peoples and organisations spans the way we respectfully deliver infrastructure via Cultural Heritage land access, to the way we partner with First Nations suppliers, to how we listen to community to inform our actions.

At its core, nbn is deeply engaged with all levels of Government, their agencies and peak bodies representing First Nations peoples. Of note, nbn are active with the First Nations Digital Inclusion Advisory Group (FNDIAG) with employees sitting on the Advisory Group as a member as well as Expert Panel member. NBN Co co-chairs the First Nations Telecommunications Working Group, a sub-group of the FNDIAG advancing First Nations digital inclusion pertaining to industry.

Internally, we focus on building meaningful connections by creating spaces for dialogue and strengthening networks such as Mob Connect and Liakukana. We've learned that strong relationships require longevity and multiple touchpoints with

our First Nations employees to build trust. This approach now shapes how we engage locally and deliver actions that maintain mutually beneficial relationships.

Leadership is key. Recent work with Executive Leadership team has helped them reflect on their personal approach to reconciliation and leadership style, ensuring reconciliation is not just a corporate goal but a lived value across the organisation.

nbn operates under four guiding principles when it comes to First Nations engagement; place-based, co-designed, community controlled and collaborative.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	July 2027, 2028	Executive Manager Indigenous Affairs
	• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	July 2027, 2028	Executive Manager Indigenous Affairs
	• Establish and maintain at least 4 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations in the delivery of our programs and sponsorships.	July 2027, 2028	Executive Manager Indigenous Affairs
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff through our internal channels.	June 2027, 2028, 2029	Chief Corporate Affairs Officer
	• RAP Working Group members to participate in at least two NRW events.	June 2027, 2028, 2029	RAP Working Group Chair
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2027, 2028, 2029	RAP Working Group Coordinator
	• Coordinate internal NRW events and opportunities for staff to attend, including at least one organisation-wide NRW event, each year.	June 2027, 2028, 2029	RAP Working Group Coordinator
	• Register all our NRW events on Reconciliation Australia's NRW website.	June 2027, 2028, 2029	RAP Working Group Coordinator

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Continue to implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2027, 2028, 2029	Chief Corporate Affairs Officer
	• Communicate at least four stories per year to our employees about topics that matter to First Nations communities and that align to our purpose.	June 2027, 2028, 2029	Chief Corporate Affairs Officer
	• Communicate at least four stories per year externally about topics that matter to First Nations communities and that align to our purpose.	June 2027, 2028, 2029	Chief Corporate Affairs Officer
	• Implement strategies and programs to positively influence our external stakeholders to drive reconciliation outcomes.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	• Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	• Collaborate with at least two RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
4. Promote positive race relations through anti-discrimination strategies.	• Continually review and improve our anti-discrimination policy and procedures.	June 2027, 2028, 2029	General Manager, Employee Relations
	• Communicate our anti-discrimination policy through annual mandatory online training for our organisation.	June 2027, 2028, 2029	General Manager, Employee Relations
	• Provide ongoing education to senior leaders and managers on the effects of racism.	June 2027, 2028, 2029	Executive General Manager, Partnering & Performance
	• Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	June 2027, 2028, 2029	Chief Corporate Affairs Officer

RESPECT

Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights is foundational to nbn’s purpose of connecting people and powering progress. As a national infrastructure provider operating across the Traditional Lands of First Nations peoples, we recognise that our work intersects with communities whose cultures and histories are the oldest continuing in the world.

We honour this by embedding cultural protocols, acknowledging Country, and celebrating events of significance such as National Reconciliation Week and NAIDOC Week . These moments are not symbolic – they are opportunities to deepen understanding,

foster pride, and amplify First Nations voices across our workforce and stakeholder networks.

Our cultural learning strategy, including the First Nations: Awareness to Action eLearn and storytelling through Liakukana Connect, has helped build appreciation and knowledge across the business. We’ve seen growing engagement in personalised Acknowledgements of Country, and increased uptake of cultural capability training, including through Jawun secondments and partnerships with educators like John Briggs.

These efforts have not only strengthened internal awareness but have also shaped how we engage externally – with respect, humility and a commitment to co-design.

Respect is not just a value for nbn – it’s a practice that informs how we build relationships, deliver services, and support community-led success. It ensures our work is inclusive, culturally safe, and aligned with the aspirations of First Nations peoples. Through our Stretch RAP, we continue to embed this respect into governance, learning, and everyday decision-making, recognising that reconciliation is a shared journey built on truth, trust and celebration.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Continually review and improve our cultural learning strategy to ensure it reflects current organisational needs and remains effective for all staff.	June 2027, 2028, 2029	Executive General Manager Partnering & Performance
	• Continue to consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors to ensure the cultural learning strategy remains relevant and effective.	June 2027, 2028, 2029	Executive General Manager Partnering & Performance
	• Commit all RAP Working Group members, HR managers, senior executive group to undertake formal and structured cultural learning.	June 2027, 2028, 2029	RAP Working Group Chair
	• At least 70% of staff to complete formal cultural learning, and all new staff enrolled to undertake formal and structured cultural learning.	June 2029	General Manager People Operations
	• Deliver synchronous learning sessions to at least 1000 participants across 2028 and 2029, with a plan to be developed by June 2027.	June 2027, 2028, 2029	General Manager Future Workforce and Capability
	• Partner with First Nations organisations, such as Jawun, fostering genuine two-way learning and supporting community-led priorities.	December 2026, 2027, 2028	General Manager Segments

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by promoting our guidelines regularly and providing digital and interactive resources.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	• Communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at least five significant events each year.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	• Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	• Continue to use our in-house digital screens to display Acknowledgment of Country in our offices.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event each year.	July 2026, 2027, 2028	RAP Working Group Chair
	• Promote and support participation in NAIDOC Week activities for staff annually.	June 2027, 2028, 2029	Chief Corporate Affairs Officer
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, support three external NAIDOC Week events each year.	July 2026, 2027, 2028	Executive Manager Indigenous Affairs

OPPORTUNITIES

At nbn, we’ve moved beyond symbolic gestures – this is about meaningful action. We’re focused on increasing employment, improving retention, and creating career pathways for Aboriginal and Torres Strait Islander peoples, including non-technical roles.

Equally important is our commitment to inclusive procurement. We’re actively building long-term partnerships with First Nations businesses and improving supplier diversity benchmarks to ensure fair access to our supply chain.

These efforts create sustainable economic opportunities and strengthen community participation.

Alongside this, we’re embedding culturally safe practices and supporting managers with the capability and training needed to effectively support First Nations employees throughout their employee experience, recognising that strong support is critical to long term success.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Review and update the Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy, informed by engagement with Aboriginal and Torres Strait Islander staff and advisors.	June 2027, 2028, 2029	Chief People and Culture Officer
	• Using First Nations channels to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples.	June 2027, 2028, 2029	General Manager People Operations
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2027, 2028, 2029	General Manager People Operations
	• Increase First Nations representation to at least 2.8% of nbn’s direct workforce by June 2029, by driving improvement across all business units and strengthening pathways into leadership and high-need roles.	June 2029	Chief People and Culture Officer (with organisation-wide accountability)
	• Encourage First Nations employment with our Delivery Partners as part of our contractual arrangements.	June 2027, 2028, 2029	Executive General Manager Procurement
	• Maintain the nbn Digital Champions program in 27 remote First Nations communities as part of the Community Wi-Fi program till 30 June 2028.	June 2027 June 2028	Executive Manager Indigenous Affairs

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Review and communicate our First Nations procurement strategy.	June 2027, 2028, 2029	Executive General Manager Procurement
	• Achieve \$64.5m total spend with First Nations suppliers by 30 June 2029. Breakdown of total target spend in each FY over the RAP period: • FY27: \$19m • FY28: \$22.5m • FY29: \$23m	June 2027, 2028, 2029	Chief Finance Officer (with organisation-wide accountability)
	• Review and implement procurement practices to simplify procuring goods and services from First Nations businesses.	November 2026, 2027, 2028	Chief Finance Officer
	• Continue Supply Nation (or similar) membership.	August 2026, 2027, 2028	Chief Finance Officer
	• Ensure all relevant staff are aware of how to identify and contact a prospective First Nations supplier.	October 2026, 2027, 2028	Executive General Manager Procurement
	• Publish and maintain a First Nations supplier directory and promote procurement opportunities to nbn employees.	November 2026, 2027, 2028	Executive General Manager Procurement
10. Improve digital inclusion for First Nations communities to enable positive economic and social outcomes.	• Maintain commercial relationships with at least 15 First Nations suppliers.	June 2027, 2028, 2029	Chief Finance Officer
	• Deliver an additional 7 projects in First Nations communities across QLD, NT and WA under the Regional Connectivity Program 3 (RCP3) through co-investment with the Australian Government and third-party stakeholders.	June 2027, 2028, 2029	General Manager Regional Infrastructure & Planning
	• Deliver an additional two nbn Community Wi-Fi program locations to remote First Nations communities as an extension to the current program.	June 2027, 2028, 2029	General Manager Segments
	• Continue to explore further opportunities for the extension and expansion of the Community Wi-Fi program, in collaboration with the Australian Government.	June 2027, 2028, 2029	General Manager Segments
	• Continue to encourage and support Retail Service Providers to deliver prepaid nbn services in First Nations communities.	June 2029	General Manager Segments
	• Ensure Community-wide Wi-Fi service availability is equal to or above 99%	June 2027, 2028, 2029	General Manager Segments
	• Encourage and support online participation in Community-wide Wi-Fi locations - 5% growth in usage per annum	June 2027, 2028, 2029	General Manager Segments
	• Support the Australian Government’s First Nations Hub and Digital Mentors program to assist First Nations peoples with improving their access to connectivity and develop digital skills to participate online safely.	June 2027, 2028, 2029	Executive Manager Indigenous Affairs
	11. Partner to deliver culturally appropriate and place-based digital skills and capability programs to improve digital inclusion for First Nations Australians.		

GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	June 2027, 2028, 2029	RAP Working Group Chair
	• Review and update the Terms of Reference for our RAP Working Group.	June 2027, 2028, 2029	RAP Working Group Chair
	• Meet at least four times per year to drive and monitor RAP implementation.	Feb, Jul, Oct, Dec 2027, 2028, 2029	RAP Working Group Chair
13. Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	June 2027, 2028, 2029	Chief Development Officer, Regional & Remote
	• Embed key RAP actions in performance expectations of senior management and all staff.	June 2027, 2028, 2029	Executive Committee
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2027, 2028, 2029	RAP Working Group Chair
	• Maintain an internal Executive Sponsor and RAP Champion from senior management.	June 2027, 2028, 2029	Chief Executive Officer
	• Maintain RAP as a standing metric with executive oversight and integrate sustainability report updates into ExCo materials to ensure visibility and alignment with ESG priorities.	June 2027, 2028, 2029	Chief Development Officer, Regional & Remote

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2027, 2028, 2029	RAP Working Group Coordinator
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026, 2027, 2028	RAP Working Group Coordinator
	• Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	October 2026 Apr Oct 2027, 2028	Executive Manager Indigenous Affairs
	• Report RAP progress to all staff and senior leaders quarterly.	Feb, Jul, Oct, Dec 2027, 2028, 2029	Chief Development Officer, Regional & Remote
	• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	August 2026, 2027, 2028	Chief Corporate Affairs Officer
	• Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2028	Executive Manager Indigenous Affairs
15. Continue our reconciliation journey by developing our next RAP.	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2029	RAP Working Group Coordinator
	• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2028	RAP Working Group Coordinator



CONTACT US

For public enquiries about our RAP or for more information on nbn First Nations programs and initiatives visit our website nbnco.com.au

Or contact
Che Cockatoo-Collins
Executive Manager Indigenous Affairs

1800 687 626
firstnations@nbnco.com.au

