



ESG Annual Report 2023

V::CUS



Acknowledgement of Country

We acknowledge and pay our respect to the First Nations peoples and cultures of Australia, including Elders past and present. We recognise Aboriginal and Torres Strait Islanders as the Traditional Owners and custodians of country throughout Australia, and respect their ancient and enduring connection to its lands, waterways and communities.

We also acknowledge that our operations and infrastructure are on First Nations country, and will continue to partner closely with the First Nations communities where we operate.



ESG at Vocus

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A message from our Chair and CEO

We are pleased to present our annual Environmental, Social, and Governance (ESG) report for the fiscal year ending 30 June 2023, on behalf of the Vocus team.

Our purpose – ‘Building critical connections. Enabling better possibilities’ – is intrinsic to our identity and, as we navigate the opportunities of our business and industry, we recognise the vital role that sustainable practices play in shaping our company’s future.

We firmly believe that connectivity enables potential for our people, customers, and the communities we serve, and that we have the ability – through the products and services we provide – to contribute to a more resilient and equitable world.

In the past year, we have continued to integrate our ESG ambition, targets, and considerations into the core of our business, ensuring that our efforts are focused on key areas that align with our strategy and values.

Climate action

Recognising that our actions today can shape our environment for generations to come, we are working to reduce our environmental impacts and are committed to playing our part in the transition to a low-carbon future.

This year we made significant progress towards our target to achieve net zero emissions across our operations in 2025.

We pursued energy efficiency initiatives that led to a five per cent decrease in emissions across our data centres, and contributed to a 16 per cent reduction in our overall scope 1 and 2 emissions this year.

Our progress towards our scope 1 and 2 net zero target was acknowledged this year at the CommsDay Edison Awards, where we received the award for “Best Sustainability Initiative”.

Our people

At Vocus, we are committed to building a safe, diverse, and inclusive workplace, where our people experience better possibilities and feel like they belong. Employee engagement is a cornerstone of our corporate culture, and we were pleased to maintain strong employee engagement this year, at 78 per cent (up one per cent from FY22). We were also pleased to see a nine per cent uplift in the number of team members inspired by our purpose.

This year we made progress in our journey towards becoming a more diverse and inclusive workplace. We developed a Diversity and Belonging Strategy focused on recruitment and retention activities to support our aim to increase representation of women across our business to 35 per cent by FY25, and increase employee awareness, capability, and engagement around diversity topics of importance to our

team members. As part of this work, we facilitated training on inclusive leadership, unconscious bias, and First Nations cultural capabilities throughout the year.

In line with our FY25 target, gender representation remains a focus and an area of opportunity after appointments to our executive team during the year resulted in a decreased ratio of women in managerial positions at Vocus.

We acknowledge that achieving our gender representation target will require a multifaceted approach and we are confident the objectives of our new Diversity & Belonging strategy, alongside the introduction of divisional gender representation targets linked to our Short-Term Incentive program, will help shape our organisation into a reflection of the diverse communities we serve.



Community connections

At Vocus we are committed to building critical connections with and within the communities where we operate. This year we worked with our customers, community partners and industry peers to further strengthen digital and social connectivity within the rural, remote and First Nations communities where we operate.

In May 2023, we were delighted to launch the new Darwin-Jakarta-Singapore cable (DJSC), the first international submarine cable connection into Darwin. Delivering 40Tbps of high-capacity connectivity straight into the heart of Darwin, the DJSC will help narrow the digital divide and establish the city as a key digital hub for the Asia Pacific region.

We also partnered with the NSW Telco Authority to unveil a new way of providing critical 4G/5G mobile connectivity in emergencies, using a cutting-edge drone tethered to high-speed low-earth orbit satellite connectivity using the Vocus Satellite – Starlink product.

Beyond these landmark investments and innovations, team members from every part of Vocus are involved in fostering community connections and investing in a range of activities as outlined throughout this report. We look forward to formalising this work further in FY24, through the introduction of a number of non-profit partnerships, focused on strengthening digital and social connectivity within rural, remote and First Nations communities.

Ethical business

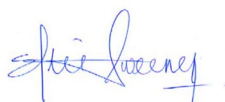
Finally, and underpinning the three focus areas of our ESG Strategy is our commitment to ethical business practices. We work with our stakeholders to embed ethical business considerations across our value chain – from the way we procure products and services, to the way we support and protect the interests of our customers and communities.

This year our commitment to ethical business practices saw us establish a cross-functional ESG Governance Committee to oversee our ESG progress and help drive the delivery of our ESG strategy. ESG indicators were also included in our executive Short Term Incentive plans for the first time this year, in recognition of our leaders' commitment to the delivery of our ESG strategy.

In summary, we have a lot to be very proud of in our ESG journey over the last two years and we are grateful for the commitment and effort of all our team members.

Ultimately, our success is not only defined by what we are doing in the short-term, but also what we're doing to build growth and value for the longer term. The Vocus five-year plan is firmly aligned with our ESG ambitions, and we recognise that striking the right balance between our operational goals and broader environmental and social responsibilities is critical to our future growth and success as a business.

We have great momentum heading into FY24 and are energised for all the work we will do together to seize the opportunities ahead.

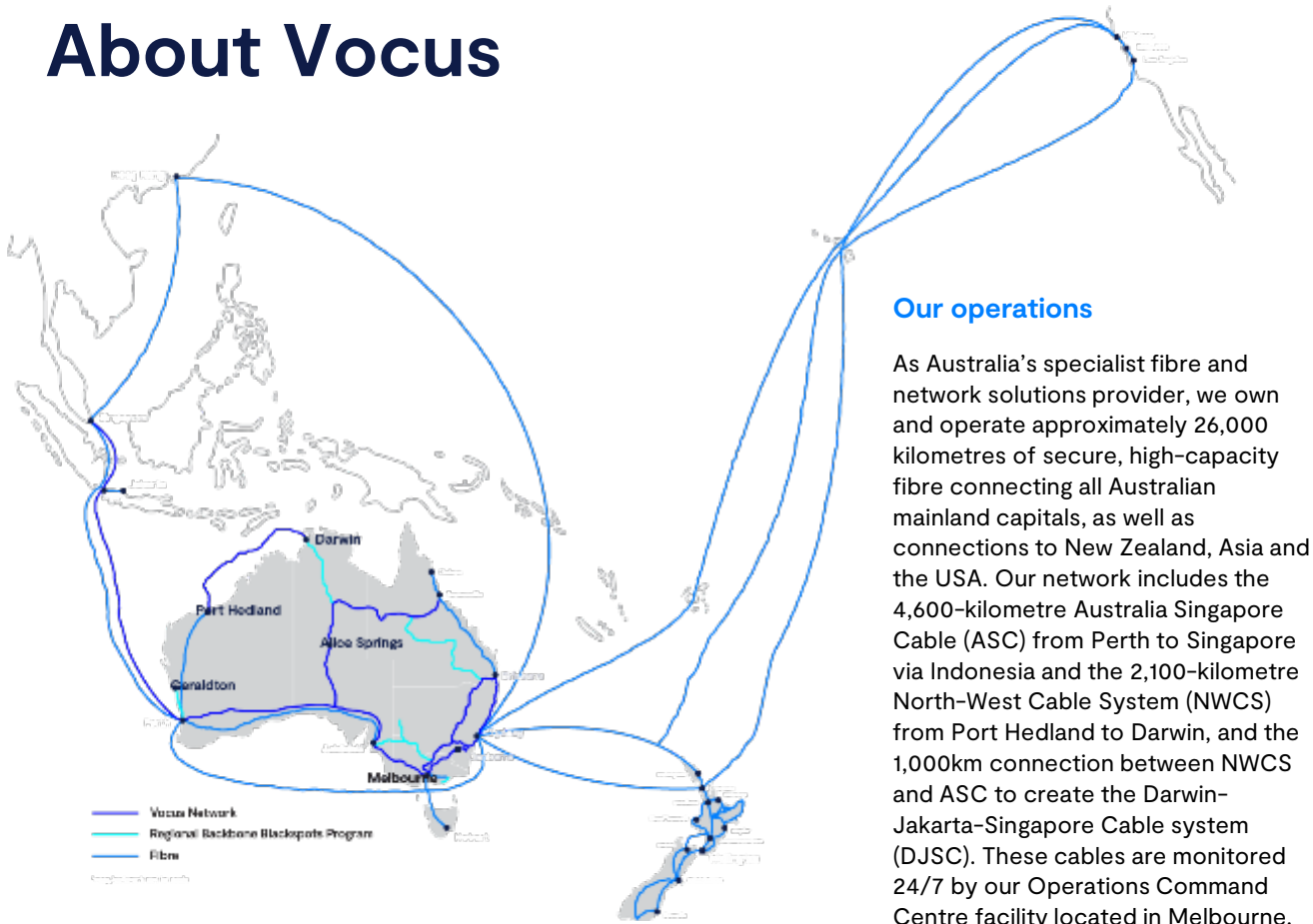


Ms Ellie Sweeney
Chief Executive Officer



Ms Penny Bingham-Hall
Chair of the Board

About Vocus



Our operations

As Australia’s specialist fibre and network solutions provider, we own and operate approximately 26,000 kilometres of secure, high-capacity fibre connecting all Australian mainland capitals, as well as connections to New Zealand, Asia and the USA. Our network includes the 4,600-kilometre Australia Singapore Cable (ASC) from Perth to Singapore via Indonesia and the 2,100-kilometre North-West Cable System (NWCS) from Port Hedland to Darwin, and the 1,000km connection between NWCS and ASC to create the Darwin–Jakarta–Singapore Cable system (DJSC). These cables are monitored 24/7 by our Operations Command Centre facility located in Melbourne.



We own and operate a ~26,000–km fibre network across Australia purpose-built and managed for business, wholesale and government customers



We have on-net access to over 5,500 buildings in Australia



We operate 17 data centres across Australia



We have over 600,000 consumer customers across our in-market brands: Dodo and iPrimus with ~900,000 services in operation



We have around 1,400 full-time, part-time, and casual employees in Australia. Of these, 96% are permanent employees.



We have around 900 team members in the Philippines, employed by a third-party partner, providing a range of functions, including consumer customer support and back-office operations.

We own a portfolio of well-recognised telecommunications brands that provide services to enterprise, government, wholesale, small business and residential customers across Australia. Our primary go-to-market brands are shown below.

Consumer



Vocus Network Services



Through our Dodo brand, we also supply electricity and gas to residential customers. The electricity we supply these customers is sourced from the grid via the Australian Electricity Market Operator, and the gas we supply is purchased from upstream suppliers; we do not own any generation or distribution assets.

Vocus is headquartered in Melbourne, Australia. We operate across all Australian states and territories.

Changes to the business

In May 2023, Vocus completed an acquisition of long-time partner Challenge Networks, a leading provider of private LTE and 5G networks.

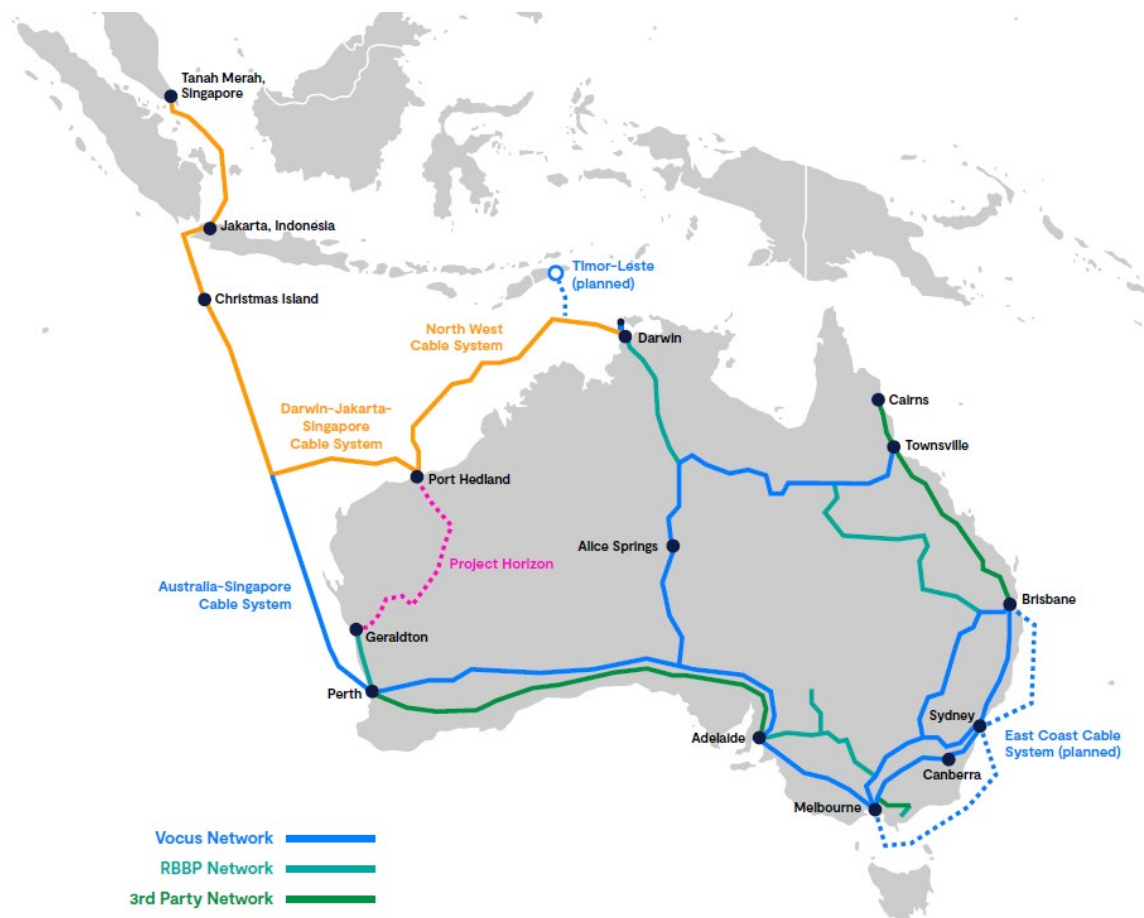
Private LTE/5G technology is ideal for sectors such as mining and resources where sites can be vast and, in remote areas, poorly served by other networks.

A growing range of other sectors, including public safety, defence, utilities, logistics and renewable energy are also turning to private LTE/5G technology to take advantage of its many benefits.

Investing in our future growth

In FY23, we continued to deploy our \$1 billion five-year investment strategy, including the delivery of major projects that will complete our national fibre backbone and improve the redundancy and resilience of our network, including:

- **Project Highclere:** The final link to complete the \$500 million Darwin-Jakarta-Singapore Cable (DJSC) system between Darwin, Port Hedland and South-East Asia completed construction in the first half of 2023 and began offering live services in July 2023. The DJSC was completed by establishing a new 1,000-kilometre submarine connection between our existing North-West Cable System (between Darwin and Port Hedland) and our Australia Singapore Cable (between Perth and Singapore).
- **Project Horizon:** This 2,000-kilometre fibre route from Geraldton to Port Hedland will close the final gap in our terrestrial network, and will be the leading fibre backbone connection through Australia's main mining region. Project Horizon will also interconnect with two high-capacity submarine cables in Port Hedland – establishing Australia's north as a new hub for domestic and international data transit. The planning phase for Project Horizon was completed in FY23, and construction commenced in August 2023.
- **North-West Cable System extensions:** Through this project we will extend our North-West Cable System north to Timor Leste, and are investigating the opportunity to connect to Kupang in East Indonesia.
- **East Coast Cable System:** This submarine cable system between Melbourne, Sydney and Brisbane planned to complement our existing coastal and inland fibre routes. The East Coast Cable System is being designed as a 1,600-kilometre system with as many as 24 fibre pairs – the highest subsea fibre count system we have designed.





Our Ambition, Values and Purpose

At Vocus, our actions are guided by our organisational Ambition, Values and Purpose. Our Ambition brings to life what we want to build, our Values drive our behaviours, and our Purpose articulates ‘why’ we do what we do. These three elements work together to form the core ingredients of our culture and create our differentiation in the market.

Our Purpose was launched in September 2022, following an in-depth, employee-led process. It was derived from our belief that connectivity should enable potential, and that as a company, we are in a position to enable better possibilities for our people, our customers and for society through the critical connections that we build. Our Purpose is our ‘guiding star’ for both our day-to-day decision making, and the strategic direction of our company.

Seventy-four per cent of Vocus team-team members report feeling inspired by our Purpose:

Building critical connections. Enabling better possibilities.

As we continue to embed our Purpose across our organisation and within day-to-day decision making throughout FY24, we hope to further build on this positive sentiment.

Our Ambition

To be the best telco in Australia, delivering exceptional, secure digital infrastructure and connectivity.

Our Purpose

Building critical connections.
Enabling better possibilities.

Our Values



One
team.

We share common goals, trust each other and collaborate to deliver.



Our people are
the difference.

We build environments where our people thrive.



Disruptive
thinking everyday.

We see and create opportunities, move fast and set our own course.



Crazy about
customers.

We let our customers know, through great service, products and experiences.

FY23 performance highlights



Reduced our overall scope 1 and 2 emissions by 16% year-on-year



Won Best Sustainability Initiative at the CommsDay Edison Awards



Maintained strong employee engagement at 78% (77% in FY22)



Partnered with Muru Office Supplies, the largest Indigenous owned and operated office supply company in Australia



Facilitated over 18,000 hours of learning and development (~ 13.5 hours per employee)



Reduced Telecommunications Industry Ombudsman (TIO) complaints by 22% year-on-year



Decreased our 5 year Rolling TRIFR for the fifth year in a row



Delivered on our FY23 Modern Slavery Action Plan



Won the Communications Alliance's ACOMM Australian Space Industry award for the second year in a row



Developed a FY24-25 Diversity and Belonging Strategy, and introduced divisional gender representation targets linked to our STI program



Established a cross-functional ESG Governance Committee



Launched significant upgrades to the capacity of our network, enabling Australia's first commercial 400Gbps Wavelength Ethernet product



Adopted a new Data Handling, Retention and Deletion Policy, further codifying Vocus' commitment to responsibly manage customer data and personal information

Our ESG approach

We have long been committed to operating our business responsibly and sustainably, as well as creating a positive impact through our social and environmental initiatives.

The launch of our FY23-25 Environmental, Social and Governance (ESG) Strategy formalised this commitment. Our ESG Strategy responds to our key ESG risks and impacts and reflects the areas where we believe we can make the greatest difference for our people, business, stakeholders and society. Through our strategy, we are working to implement a broad range of initiatives aimed at embedding ESG considerations across our operations and managing the ESG topics most material to us.

Our FY23-25 ESG Strategy is focused on bringing our Purpose to life for our people, customers, and communities by building critical connections and enabling better possibilities – reflecting the actions we undertake every day to ensure Vocus is a responsible and sustainable business.

The strategy highlights three key focus areas where we believe we are well positioned to make a meaningful impact:

Climate action

Taking decisive action to minimise our environmental impacts and support the transition to a net-zero future.

Our people

Building a safe, diverse and inclusive workplace and sector, where our people experience better possibilities, and feel like they belong.

Community connections

Partnering to build critical connections with and within the rural, remote and First Nations communities where we operate.

These focus areas are underpinned by our commitment to ethical business practices – including ensuring we maintain a best practice approach to governance, data security, human rights and supply chain sustainability.

Our Purpose

Building critical connections. Enabling better possibilities.

Our ESG Strategy



Climate action



Our people



Community connections

Underpinned by ethical business practices

Governance




Data security


Human rights

Supply chain sustainability

Headline strategic targets

To bring our strategy and ESG activity to life, we have set a number of headline targets, aligned to each of our strategic focus areas. Where we have set shorter-term targets, these commitments represent a first step towards maturing our approach. Where these initial, foundational actions were completed, we have set further targets that define our longer-term ambition for each relevant focus area.

Strategic focus area	Headline targets	FY23 progress	Progress update
 Climate action Page 33	Achieve net zero scope 1 and 2 emissions across our operations in 2025	On track	29% decrease in scope 1 and 2 (location-based) emissions as compared to FY19 baseline
	Quantify our scope 3 impacts and set Science Based Target Initiative (SBTi) aligned reduction target by FY25	On track	scope 3 screening exercise completed
	Implement a national e-waste recycling process in FY24	On track	Stakeholder engagement initiated
 Our people Page 44	Increase overall representation of women in Vocus to 40%, and women in senior leadership to 36% by FY25	Progress needed	Female representation consistent with prior year at 30% Increased female representation in our senior leadership team by 3% (FY22: 33% /FY23: 36%)
	Increase employee engagement on ESG to 90% by FY25	Progress needed	Employee engagement on ESG increased by 1% (FY22: 77%/FY23: 78%)
	Achieve annual WHS Operating Plans, in alignment with FY23-25 WHS Strategy	On track	FY23 operating plan completed
 Community connections Page 56	Introduce community investment guidelines and strategy in FY23	Completed	Community investment guidelines and strategy introduced
	Set flagship investment partnerships in place in FY24	On track	Engagement initiated with potential program partners

Strategic focus area	Headline target	FY23 progress	Progress update
 Ethical business Page 21	Data security		
	Adopt a Data Handling, Retention and Deletion Policy in FY23, further codifying Vocus' commitment to responsibly manage customer data and personal information	Completed	Completed: Adopted a new Data Handling, Retention and Deletion Policy
	Over 90% of employees undertake information security training	NEW	In FY23, 92% of our team members completed all of our required information security training modules
	Governance		
	Introduce an ESG Governance Committee in FY23	Completed	Established ESG Governance Committee
	Introduce a Domestic and Family Violence Action Plan in FY24	On Track	Initiatives underway to support development of Action Plan
	Human rights		
	Adopt a Human Rights Policy in FY23, codifying Vocus' commitment to respect and protect human rights across our value chain.	Completed	Human Rights Policy introduced
	Achieve 100% of Modern Slavery Action Plan KPIs between FY23-FY25	Progress needed	Achieved most, but not all of our FY23 Modern Slavery KPIs
	Supply chain sustainability		
	Progressively embed environmental criteria within key procurement procedures, contracts and investment decisions between FY23-25	On Track	Environmental credentials have been considered in recent strategic sourcing projects, general framework and guidelines will be established in FY24
	Grow our engagement of Supply Nation verified suppliers each year between FY23-25	On Track	Onboarded our first Supply Nation verified supplier, MURU office supplies

ESG governance

Our highest level of responsibility for ESG sits with the Vocus Board of Directors (the Board). The Board reviews and approves our ESG Strategy, targets and annual disclosures, and delegates ongoing governance of our ESG risks, impacts, approach and performance to its three committees as appropriate, as outlined in the table below.

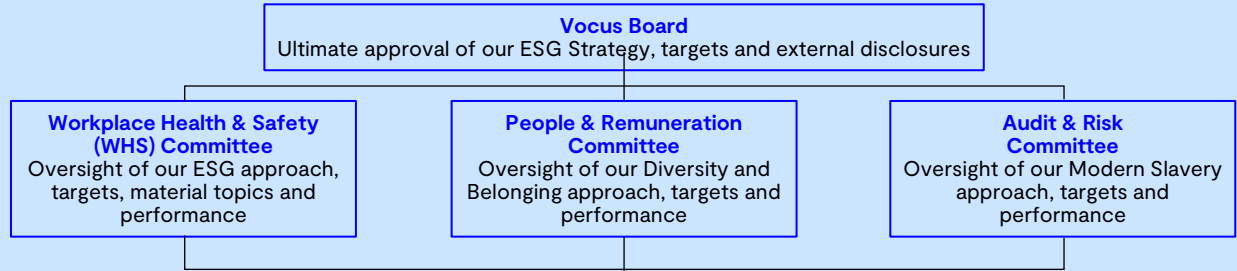
This year, we introduced a cross-functional ESG Governance Committee. The committee is made up of members of Vocus’ Executive Leadership Team (ELT) and is responsible for embedding ESG practices across the business, pursuing the ESG targets agreed by our Board and ELT, and overseeing program delivery and progress against related workstreams, which are owned and executed at a functional level. The targets in our strategy are reflected in the goals of the executives from the functional areas accountable for delivering them and key deliverables are reflected in our executive’s Short Term Incentive Plans.

The forum also plays an important role in joining the dots across the organisation by identifying and escalating issues, and by sharing knowledge and identifying opportunities for cross functional collaboration on key issues and projects.

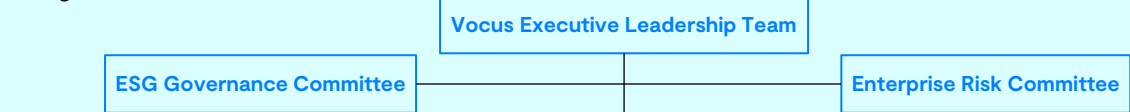
Our ESG team is responsible for overseeing and reporting progress towards our ESG Strategy objectives to Vocus’ shareholders – Aware Super and Macquarie Asset Management, as well the Vocus Board, Enterprise Risk Committee and ESG Governance Committee – all of whom provide a strong mandate for ESG action.

The team drives internal and external engagement with Vocus’ ESG agenda and provides strategic advice on current and emerging ESG issues, risks, and opportunities, as well as specialist skills and knowledge to support the broader business to deliver on the programs of work required to execute our strategy.

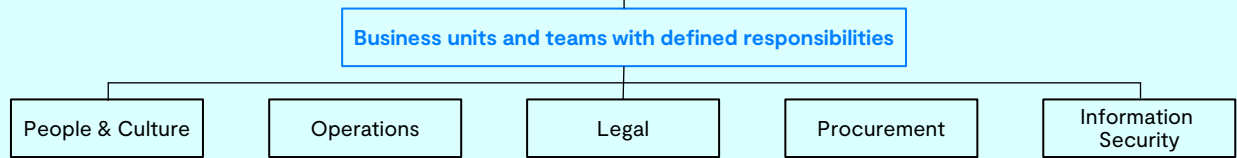
Board Level



Management Level



ESG Team



- Our approach to ESG governance is supported by a broader suite of related corporate governance policies, including our:
- | | |
|------------------------------------|---|
| Employee Code of Conduct | Whistleblower Policy |
| Supplier Code of Conduct | Privacy Policy |
| Procurement Policy | Bullying and Harassment Policy |
| Anti-Bribery and Corruption Policy | Equal Employment Opportunity and Anti-Discrimination Policy |
| Human Rights Policy | Diversity & Belonging Policy |
| Risk Management Policy | Parental Leave Policy |
| Grievance Policy | Workplace Health & Safety Policy |

Our material topics

Our materiality assessment supports us to identify and prioritise our most material environmental, social and governance (ESG) impacts. We consider materiality in the context of our operating environment, key business activities and impacts, stakeholder interests, broader industry and global trends, and ESG best practice. The outcomes of our assessment inform our reporting and decision-making, ensuring that we are addressing the ESG topics that matter most to our business and stakeholders. Our process is designed with reference to the latest impact materiality guidance provided within the Global Reporting Initiative (GRI) Universal Standards 2021 and is undertaken on a biennial basis. Our most recent assessment was completed in late FY22 and remains relevant for our business.

Within our assessment, we define topics by reviewing a broad range of primary and secondary sources, including direct stakeholder engagement and feedback, to identify the ESG risks and opportunities that may result from, or impact our business operations. We then prioritise these topics based on the significance of these potential impacts, positive and negative, both for our stakeholders, including our people, suppliers, customers and communities, and for the long-term sustainability of our business. The prioritised list of topics is validated with our Executive Leadership Team and Board WHS Committee.

Through our FY22 assessment we identified seventeen high and medium priority material topics requiring ongoing management, as listed below. A detailed overview of our approach, progress and performance in relation to each is included throughout this report. For definitions and boundaries of each material topic, please see the GRI Index accompanying this report.

High priority topics

Privacy, information security and cyber security
Customer satisfaction and experience
Health, safety and wellbeing
Ethical business conduct
Climate change and energy
Supply chain sustainability
Infrastructure resilience
Diversity and belonging
Culture and engagement
Environmental risk and compliance

Medium priority topics

Community engagement
Talent attraction and retention
Resource efficiency
Learning and development
Community investment
Social procurement and supplier diversity
Biodiversity

Managing material impacts across our value chain


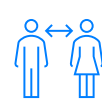







As a company that engages with suppliers, customers and delivery partners around the world, we recognise that our ESG impacts often extend beyond our own operations and direct control. As part of our materiality process, we determine where along our value chain each of our material topics have the greatest impact – an overview of which can be found in the GRI Index accompanying this report. We are committed to working with partners right across our value chain to manage our collective impacts, drawing on our shared influence to create positive social and environmental outcomes.

Stakeholder engagement

We are committed to creating long-term, open, and trusting relationships with our stakeholders. These relationships are formed by listening, understanding, and working together to create a better way.

We consider our stakeholders to be any group or individual that influences or is impacted by our business. Whether it's our customers, our people, our suppliers or our community partners, we engage with our stakeholders every day in order to understand and respond to their interests. We do so via numerous channels such as face-to-face, virtual meetings, industry groups and forums, surveys, and customer events. We work to maintain trust by conducting our business fairly and ethically and by being transparent, responsive, and thoughtful in our interactions. We recognise that maintaining regular, open engagement with our stakeholders and responding to their feedback is key to our ability to effectively identify and manage our ESG impacts, as well as deliver on our ESG Strategy.

Our key stakeholder groups

 Employees	 Customers	 Shareholders
 Suppliers	 Communities	 Regulators
 Governments	 Industry	 Media

For a detailed list of our key stakeholder groups, information on how we engage with them and their key areas of interest, please see the GRI Index accompanying this report.

Memberships and associations

Achieving social impact at scale requires collective action. Our association with leading social impact organisations, and participation in best practice reporting initiatives and industry forums provide opportunities for Vocus to collaborate with our peers on key ESG initiatives. As we continue to mature our ESG approach, these associations also provide opportunities to leverage key industry insights and frameworks to guide our thinking and progress.

We are a member of, or participant in the following voluntary initiatives and associations:



Australian Packaging Covenant Organisation (APCO): a not for profit focusing on minimising waste through the development of a circular packaging economy in Australia. As members of APCO we maintain annual performance reporting and action plans related to sustainable packaging, [available here](#).



CDP: a not-for-profit charity that runs the global carbon disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.



Communications Alliance: the peak body for the telecommunications industry. As Communications Alliance members, we have the opportunity to take part in a wide range of Communications Alliance initiatives and contribute to shaping the future direction and growth of the telecommunications industry.



Global Reporting Initiative: an international independent standards organisation that helps businesses, governments and other organisations to understand and communicate their material ESG impacts.



Metro Ethernet Forum: a global association of network, cloud and technology providers collaborating on setting international industry standards and best practices to help drive network and digital transformation.



Supply Nation: a non-profit organisation that aims to grow the Aboriginal and Torres Strait Islander business sector through the promotion of supplier diversity in Australia. Our membership with Supply Nation provides access to a database of verified Indigenous-led businesses, guidance and resources that help further our commitments to supplier diversity.



Telco Together Foundation: an industry-based foundation that focuses on collectively addressing increasingly complex social challenges within a connected world.



Global Real Estate Sustainability Benchmark (GRESB): an independent organisation providing validated ESG performance data and peer benchmarks for investors and managers to improve business intelligence, industry engagement and decision-making.

About this report

Overview

This report provides an overview of our approach, progress and performance in relation to Vocus' most material ESG topics, with the aim of providing a thorough overview of how we are addressing our most material impacts as a company. The structure of the report is aligned to the focus areas within our ESG strategy. Our material topics were identified through a materiality assessment and reflect the ESG issues most important to our business and stakeholders. This report discloses performance information for the financial year 1 July 2022 to 30 June 2023 (FY23) unless otherwise stated.

There is one restatement of information from previously made disclosures within this year's report, relating to our FY22 scope 2 emissions. Last year we overstated our scope 2 emissions for some sites, incorrectly including emissions resulting from line-losses. For further information, see the Climate Action chapter of this report.

Unless otherwise stated, the facts and figures represented within this report exclude acquisitions made mid-year, including Challenge Networks. Data associated with Challenge Networks will be reported in its first full reporting period in FY24.

In some instances, we have included information about past and/or previously unreported activities and actions where they have been deemed material, or relevant to our current activities.

This report, along with our FY23 Modern Slavery Act Statement, is available on our website, at: www.vocus.com.au/about-vocus/social-impact/governance.

Alignment with reporting standards

This report was developed with reference to the Global Reporting Initiative (GRI) Universal Standards (2021). The GRI topics and disclosures we have reported on throughout were determined through our materiality process and are outlined in detail in the **GRI Content Index** accompanying this report. We are monitoring the changing reporting landscape and intend to increase our alignment with relevant reporting standards over time.

Verification and assurance

All disclosures and performance data included in this report are subject to an internal review and approvals process, which involves input from subject matter experts and executives from across our business. The report is also subject to Board approval prior to publication.

PWC has provided limited assurance over selected energy and emissions metrics within this report, in alignment with the Greenhouse Gas Protocol of the World Business Council for Sustainable Development and World Resources Institute, using calculation methodologies set out in the National Greenhouse and Energy Reporting (Measurement) Determination 2008. For an overview of the metrics that were assured this year, please see PWC's Assurance Statement, available online at: www.vocus.com.au/about-vocus/social-impact/governance.

Feedback

We welcome feedback on our ESG approach, reporting and disclosures, and are always looking for ways to ensure our annual ESG Report is as relevant and informative as possible for our stakeholders. If you would like to get in touch, please reach out at ESG@vocus.com.au.



Ethical business

Our ESG Strategy is underpinned by our commitment to ethical business practices.

We work with our stakeholders to embed ethical business considerations across our value chain – from the way we procure products and services, to the way we support and protect the interests of our customers and communities.



Governance

CORPORATE GOVERNANCE

Our approach

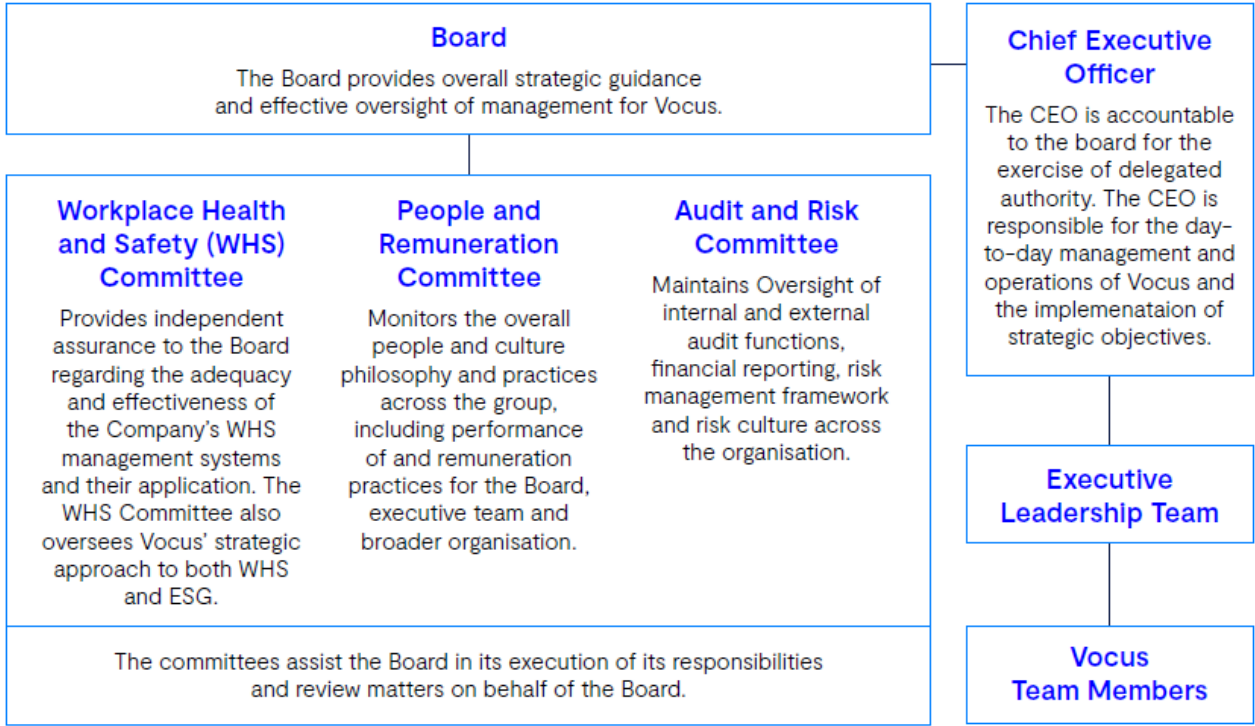
We are committed to conducting our business in accordance with a sound corporate governance framework. We have a comprehensive framework of corporate governance policies and practices that guide our actions, which apply to all directors, executives and Vocus team members.

Our approach is centred on ensuring that we conduct our business with transparency, accountability and integrity, for the benefit of our people, customers and all key stakeholders.

The Vocus Board of Directors is responsible for the overall corporate governance of Vocus, and regularly receives reporting on the status and effectiveness of our key corporate governance policies.

The Board provides strategic leadership and direction, assessing and approving the material risks and how they are managed, and maintaining oversight of our key corporate governance policies, including those relating to compliance, remuneration, diversity and ethical behaviour. A number of sub-committees are in place to assist the Board in performing its responsibilities.

The diagram below outlines Vocus' governance framework and the functions reserved for the Board:



There were no changes to the composition of our board and its committees in FY23.

For information on our approach to ESG Governance, please see the **Our ESG approach** section of this report.

Our progress

Ensuring ethical conduct across our operations and supply chain

Our Code of Conduct sets expectations for fair, ethical behaviour that is consistent with our values and in accordance with all laws and regulations relevant to our operations.

To ensure our people are aware of their rights and responsibilities, we conduct mandatory compliance training. This training is rolled out to all new team members, as well as contractors directly employed by Vocus. Topics covered include workplace health and safety, information security, privacy, equal opportunity and anti-discrimination. All team-members also undertake refresher training on either an annual or biennial basis – depending on the topic.

Our Supplier Code of Conduct supports us in maintaining our core values and setting the minimum standards that we expect our suppliers will adhere to in working with us through the provision of products and services. Suppliers are expected to be familiar with the Code and ensure that their business and supply chain meet these standards. Suppliers' ability to meet or exceed these standards is considered when making procurement and contract management decisions.

For more information about our approach to supply chain management and activities undertaken this year to monitor ethical conduct, see the **Supply Chain Sustainability** section of this report.

In FY23 there were no legal actions against Vocus for anti-competitive behaviour and no confirmed incidents of corruption.

Grievances and whistleblowing

At Vocus, we ensure our people and stakeholders have access to a range of channels, both formal and informal, for raising issues that concern them. We are committed to thoroughly, objectively and fairly investigating all matters reported in a timely manner.

Controls are in place to ensure the effectiveness of our grievance mechanisms. Vocus' General Counsel and Company Secretary undertakes regular reviews of the Whistleblower Policy to ensure it remains appropriate and is operating effectively.

Vocus' Chief People Officer undertakes regular reviews of our Grievance Policy and procedure and oversees our informal employee feedback channel – Your Say. Additionally, we undertake fortnightly engagement pulse-checks through which team members can anonymously raise concerns. Regular communications are also issued reminding team members of the availability of these feedback and grievance mechanisms.

Vocus' General Counsel and Company Secretary and/or Chief People Officer may also occasionally receive ad hoc complaints or grievances directly. When this occurs, they thoroughly investigate any allegations objectively and fairly, and report back to interested parties in a timely manner on the outcome of the investigation.

To support eligible whistleblowers to make a disclosure, we introduced an anonymous third-party whistleblower hotline in early FY24. The hotline is available, free of charge, to all Vocus employees, contractors, suppliers and their families.

In FY23, no Whistleblower reports or grievances were raised via any of our grievance channels.

RISK MANAGEMENT

We are committed to sound and effective management of risk to achieve our goals and strategies. Our risk management framework and policy are aligned to International Standards, and provide a sound framework for effectively identifying, managing, and reporting risk across our business.

Our Risk Management Framework is available to all team members, promoting sound risk management culture and is supported by a robust risk governance structure. The Board Audit and Risk Committee assists the Board in overseeing compliance with legal and regulatory obligations, as well the company's system of internal controls, and overseeing the implementation of the Risk Management Framework in accordance with the risk appetite and parameters set by the Board.

Internal and external assurance and various operational risk committees within the risk governance structure support continuous improvement in risk management practices at Vocus.

ESG risk management

Managing our ESG risks and impacts is a key business priority and an important component of our risk management framework at Vocus.

Vocus' Head of ESG reports regularly to the Vocus Enterprise Risk Committee and ESG risks are considered within Vocus' Enterprise Risk Framework. There were no material changes to Vocus' ESG risk profile throughout the reporting period.

The WHS Committee and the ARC also maintain oversight of ESG-related risks. For more information on each Committee's remit as it relates to ESG risk and activities undertaken in FY23, please see the Our ESG Approach section of this report.

Managing our climate risks

Vocus provides critical communications infrastructure. Operating in a country that experiences extreme weather events and associated natural disasters with increasing frequency and intensity, it is critical that we ensure our network is resilient to all manner of natural hazards and that we're able to maintain our customers' connectivity in times of disaster.

For information on the actions we undertake to mitigate our climate risks, see the **Managing our climate impacts** and **Minimising climate risk across our networks** sections of this report.

TAX TRANSPARENCY

At Vocus, we are committed to complying with all applicable tax laws and obligations and recognise that tax transparency is a key factor in maintaining stakeholder trust.

At an operational level, our management of tax risks is guided by our Tax Governance Policy. Our Tax Governance Framework defines roles and responsibilities for tax controls, risk appetite and reporting requirements in relation to income tax matters. The application of this framework, as well as our broader Tax Strategy and Tax Code of Conduct, is overseen by the Board Audit and Risk Committee.

Our tax returns are prepared by Tax specialists within our Finance team, and reviewed by management prior to lodgement. We engage qualified external advisors to provide advice on tax matters, audit our financial statements and perform internal audits to ensure the ongoing effectiveness of our approach.

In FY23 Vocus made a pre-tax loss and therefore paid no Australian tax.

POLITICAL DONATIONS

Our participation in public policy development is primarily under the auspices of our membership of Communications Alliance, an industry association representing interests in the telecommunications industry.

During FY23, we did not make any cash or in-kind political contributions or incur any lobbying expenses, nor did we attend any political events or forums. In previous years, we paid fees to attend political events and forums, which are disclosed to the Australian Electoral Commission in line with their requirements. A register of these fees is publicly available on the [AEC website](#).

MARKETING COMMUNICATIONS

Vocus adopts rigorous review processes to ensure that the marketing communications and campaigns undertaken by its business units comply with all relevant laws and codes, including the Competition and Consumer Act and the Telecommunications Code of Practice. We have not been notified by the Australian Competition and Consumer Commission (ACCC) or the Australian Communications and Media Authority (ACMA) of any instances of non-compliance with these regulations during FY23.

Customer experience

At Vocus we are proud to connect people, businesses, governments, and communities across Australia, to the world.

Our ambition is to be the best telco in Australia, delivering exceptional, secure, digital infrastructure and connectivity. We work to bring this vision to life by enabling critical connections and we go beyond to enable better possibilities for our customers.

We do this in a number of ways – from investing in customer-led design, embracing digitisation to support effective processes, and improved analytics, to the delivery of the next-generation of products and services.

We also recognise that our customers want to do business with ethical, accountable and sustainable companies and we are dedicated to maintaining the highest standards of ESG performance.

We are excited by the potential of our products and services to assist our customers in achieving their ESG ambitions and recognise the significant shared value that can be created when we partner with our customers to address key societal challenges, such as the threat of climate change.

VOCUS NETWORK SERVICES

Our approach

In line with our mission and purpose, we are committed to making things better, simpler and easier for our customers. There are many ways that we work to achieve this, including through the personalised services we offer, our 24/7 Australia-based customer support and local dedicated account teams.

We are deeply committed to continuous improvement, through initiatives like our Customer Experience Council, where senior leaders meet to resolve customer pain points and remove barriers so our team members can deliver consistently high levels of customer service.

We continue to bring our \$1 billion, five year investment strategy to life and building some of the most significant infrastructure projects in our company's history to extend our reach, upgrade our capacity, enhance our security credentials, capitalise on new technologies, and enrich our digital capability.

Our progress

We continue to invest in technologies and digital tools to improve the ways in which we service our customers. In FY23, we established a new digital platform that unifies all customer information into a single platform, which has enabled our customers to self-serve and reduced the manual workload of our customer-service agents by more than 40 per-cent. By simplifying our feedback mechanisms within this digital platform, we have also made it easier for our customers to interact with us and enabled our people to deliver more personalised and proactive service.

We continued to refine our Voice of Customer program this year, incorporating additional insights from quality assurance assessments and introducing 'closing the loop' calls, where our leaders reach out directly to customers. The insights from this program are used to drive continuous process improvement initiatives.

In FY23, continued investment in our digital tools, people and processes resulted in measurable improvement across our key customer metrics. We raised our Net Promoter Score (NPS) in Delivery by 10 points and maintained our overall NPS across Vocus Network Services.

Commitment to innovation and our customers

Low-earth orbit (LEO) satellite technology is changing the game for secure, high-speed connectivity in regional and remote Australia, particularly for industries involved with either high risk or high value operations. Vocus has established itself as the leading enabler to the emerging LEO satellite industry. We achieved this through a strategic program of investment and initiatives that provided world-class expertise, ground infrastructure and spectrum to introduce the first LEO satellite services in Australia. We are continually upgrading our fibre network to prepare for the projected increase in ultra-reliable bandwidth required to connect ground stations. In August 2022, we won Communications Alliance's ACOMM Australian Space Industry Award for our support to the LEO sector.

In November 2022, we announced Australia's first commercial 400 Gbps Wavelength Ethernet Product connecting Sydney, Melbourne and Canberra, enabled by our 5-times capacity upgrades. In April 2023, Vocus also switched on 400Gbps services across the Melbourne-Adelaide section of our network. Vocus customers are innovators in their industries and constantly looking for opportunities to grow their businesses. The scalability of our Sydney-Canberra-Melbourne and Melbourne-Adelaide fibre means our customers can grow their businesses and extend their connectivity without the additional expense and delays involved with installing fibre cabling.



Connecting with our customers

We are committed to building strong relationships with our customers and are proud to connect with our customers and partners in ways that also support our communities. For example, this year we have hosted our customers at golf days raising funds for Empower Golf Australia, raising over \$15,000 through customer and partner donations. Empower is a not for profit enabling people living with disability to play golf, using adaptive wheelchairs.

VOCUS CONSUMER

Vocus Consumer is committed to delivering high quality and affordable product and service experiences for our Dodo and iPrimus customers. Our Dodo brand plays an important role in bridging the digital divide and alleviating cost of living pressures, by delivering affordable broadband, mobile and energy products to price sensitive customers.

Our consumer division is committed to delivering consistently great experiences for our customers and to support this we measure our customers' experience and respond to customer feedback. Our Customer Effort Score (CES) provides us with visibility of the degree of effort required for our customers to use our services or interact with our sales and support teams. We analyse survey responses to identify opportunities to enhance the customer experience by reducing effort. If negative feedback is received, we proactively contact customers, seeking insights to address service issues. Our CES score has consistently improved since we introduced it in 2020, coinciding with decreased call volumes and increased first-contact resolution.

We have dedicated advocacy teams to support customers and manage customer complaints. After a complaint is resolved, the complaint is reviewed to identify root causes, and feedback is provided to the relevant team or customer service agent.

The Consumer team has significantly enhanced our consumer customer experience in recent years by investing in our people, processes, and systems. We are now actively migrating customers to our cloud-based technology platform 'One Platform', which modernises and simplifies our technology, delivering the benefits of improved service with less customer effort and decreased cost-to-serve. Our commitment to prioritising customer experience has resulted in maintaining the lowest levels of customer complaints throughout the last few years.

During FY23, the quarterly Complaints in Context report produced by Communications Alliance for telecommunications service providers, underscored our consistent outperformance relative to the industry average in terms of Telecommunications Industry Ombudsman (TIO) complaints per 10,000 services in operation. Complaints to the various state Energy Ombudsmen and the TIO have also reduced by 22 per cent since June 2022.

The Consumer team's dedication to its customers has been recognised with multiple industry awards in the last 12 months. These include the Canstar Blue 2022 award for Most Satisfied Customers Natural Gas Suppliers NSW for Dodo Energy, and the whistleOut 2023 award for best premium NBN provider for Dodo.

Supporting customers in vulnerable circumstances

Vocus recognises the important role we play in supporting our customers in vulnerable circumstances to stay connected.

We are mindful of the increasing number of Australians experiencing hardship due to recent economic trends, further reinforcing the importance of extending support to our customers navigating challenging situations. Our customers experiencing financial hardship have access to a range of support options in line with our financial hardship policies, such as payment plans, paused billing and access to ongoing, specialist support.

In 2020, we established a Family Violence and Hardship team in Australia to provide dedicated support to customers in vulnerable circumstances. Since the teams' inception, we have delivered a multi-faceted training program to upskill our team to support customers facing a range of hardship issues. This program has involved training both our Australia and Philippines based teams on how to identify and support customers experiencing domestic and family violence and other forms of vulnerability.

In March 2022, Vocus was among the first group of telcos to sign the Telco Industry Domestic and Family Violence Pledge to continually improve support of domestic and family violence victim-survivors. We supported the collaborative development of the Telco Industry Domestic Family Violence Action Framework led by the Telco Together Foundation. In line with our Pledge, we have committed to develop a Domestic and Family Violence Action Plan, informed by this Framework, in FY24.

In FY23, our Family Violence and Hardship team supported over 5,300 customers across our telecommunication and energy businesses.



Information and data security

PROTECTING OUR CUSTOMERS' PRIVACY

Our approach

Our customers entrust us with their personal information, and it is critical that we maintain this trust.

We are committed to protecting and securing our customers' personal information and complying with all relevant privacy legislation. We ensure our customers' personal information is handled transparently and fairly in accordance with our Privacy Policies and controls.

To deliver on these commitments, we embed privacy controls within our business practices and processes. Privacy impact assessments and information security reviews are used to identify and mitigate risks related to handling personal information.

The privacy responsibilities of our team members are also outlined in our Code of Conduct.

Our progress

To the extent required by law Vocus reports breaches to the Office of the Australian Information Commissioner (OAIC). In FY23 we notified the OAIC of an incident involving one customer. The OAIC acknowledged the notification and took no further action.

We recognise our need to be prepared to respond quickly in the event of a data breach involving personal information. We undertake an annual test of our data breach response plan as part of our business continuity processes.

To drive privacy awareness across our business, all team members are required to undertake annual privacy training. In FY23, 92 per-cent of our team members completed all of our required Information Security training modules.

CYBER SECURITY

Our approach

Vocus is a provider of national infrastructure and connectivity. Our customers depend on us to protect their data and to provide secure and stable services. We recognise the evolving cyber security threat landscape and take proactive action to strengthen the protection of our customers' information and our systems and networks.

Identifying and managing security risks is embedded in our business. There is regular executive and senior management reporting on cyber security including through our Monthly Business Review, and Technology and Enterprise Risk Committees. In addition to this, cyber security is an area of focus for the Board Audit and Risk Committee.

We have company-wide Information Security policies, standards, and procedures to reduce security risk and protect information and our assets in a consistent way. This Information Security Framework is aligned with internationally recognised standards and the Australian Signals Directorate's Essential Eight. We maintain independently audited information security certifications, including ISO 27001 certifications, and we protect credit card data in line with the requirements of the Payment Card Industry Data Security Standards.

We maintain and enhance technology, controls and processes to manage cyber security risks. These include access, application and platform controls and monitoring undertaken through our security incident and event management platform. We have a security incident response plan which governs how we respond to security threats and undertake business continuity planning exercises.

For new technology projects, we undertake information security assessments to understand the security risks and ensure they are deployed with the necessary controls in place. We perform risk-based security due-diligence on third parties and include comprehensive security requirements on suppliers in our agreements to minimise the risk of unauthorised access or interference.

Our people play a critical role in enhancing our security. We have a security awareness program that includes regular mandatory information security training, monthly security awareness communications and phishing simulation exercises, to assist our people in detecting and preventing security threats.

Our progress

In FY23, we implemented a Data Handling, Retention and Deletion Policy to further codify our commitment to responsibly handling and protecting customer data and personal information.

The introduction of this policy was overseen by a data governance steering committee and accompanied by a suite of data hygiene activities, which included business units developing their own data hygiene plans, business and system rules specific to their function. Periodic reporting over these data hygiene activities is provided to the Enterprise Risk Committee and reviewed by internal audit.

We continued to invest in people, processes, software, and technology to strengthen our security posture. We enhanced our internal capabilities, furthered our security automation, undertook a comprehensive security program of work, uplifted our Australian Signals Directorate Essentials Eight maturity, increased assurance activities, and continued to educate our people through regular cyber security lunch-and-learn sessions, newsletters, and compliance training modules.

In FY23, we also enhanced our risk assessment and management frameworks to ensure an all-hazards approach concerning our critical data storage and processing assets as required by the Security of Critical Infrastructure reforms.

Human rights

Our approach

We support the protection of human rights as set forth in the International Bill of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights.

In FY23, we reinforced our commitment to respect human rights through the introduction of a Human Rights Policy, which was approved by the Board People and Remuneration Committee. Our Human Rights Policy includes a specific commitment to not tolerate modern slavery practices in any form in our operations or supply chain, such as child labour, forced, bonded or compulsory labour. Our Human Rights Policy is publicly available on Vocus' website, as well as via our company intranet.

ADDRESSING MODERN SLAVERY

Since signing the Telco Together Foundation's (TTF) Industry Statement on Human Rights and Modern Slavery, we have remained active members of TTF's Modern Slavery Roundtable and have worked to embed the principles across our business.

The nature and extent of modern slavery means there is some inherent risk of its presence in our operations and supply chain. To help us to manage and mitigate potential modern slavery risks, we have implemented a range of programs and procedures to ensure the high labour management standards we expect are being met.

Our progress

In FY22, we established a Modern Slavery Action Plan with the aim of strengthening our approach to modern slavery governance and due diligence. The Action Plan and associated key performance indicators (KPIs) were endorsed by the Board Audit and Risk Committee and our performance against our FY23 KPIs was overseen by the Committee throughout the year. In relation to the commitments in our FY23 Action Plan, throughout the reporting period we:

- Implemented a new supplier screening tool in partnership with our industry peers, and used this tool to expand our modern slavery assessment to a larger group of suppliers;
- Undertook two supplier site visits;
- Refreshed our targeted modern slavery training, which was completed by 170 team members. To ensure we meet future completion targets, this course will become part of our compulsory compliance training suite from FY24 onwards; and
- Worked to increase the percentage of new supplier agreements that contain modern slavery risk controls.

For a detailed overview of our approach and progress for the reporting period in relation to modern slavery governance, due diligence and risk management, please see our FY23 Modern Slavery Act Statement, which is available on our website: <https://www.vocus.com.au/about-vocus/social-impact/governance>.

Supply chain sustainability

1,300+

Active
suppliers
globally



Top 25 suppliers
account for

70%

of
procurement
spend

85%+

of
procurement spend
is with Australian
suppliers



Our top 25 suppliers are based in Australia, Singapore, France and Philippines. In FY23, our key categories of supplier spend included domestic and international carrier services (~45%); energy, including re-sale volumes (~16%); electronics, network and IT equipment (~15%); corporate and facility services (~12%); and network construction and operations (~12%). Many of our suppliers have extensive global manufacturing and supplier networks. Source countries for goods that we procure include China, India and Brazil. The services we procure are largely provided in Australia, India and the Philippines.

Our approach

We are committed to ensuring a high level of environmental, social and governance performance across our entire supply chain. We work to develop strong supplier relationships that create long-term, sustainable value and actively pursue opportunities to work with our suppliers to optimise the sustainability and social impact of the products and services we procure.

Our approach to supplier governance is led by our strategic procurement team, in accordance with our Procurement Policy and management procedures, through which we ensure we acquire goods and services in a manner that minimises risk, avoids disruptions, ensures integrity, and maximises value for our business and customers.

Our Procurement Policy embeds environmental and social considerations into the way we select our suppliers. Our standard supplier agreements also include specific contractual requirements concerning workplace health and safety, privacy, data security, and modern slavery.

Our Supplier Code of Conduct sets out our minimum standards and expectations for all suppliers with whom we do business. It outlines these expectations with reference to human rights and labour practices, health and safety, environmental management, privacy, and data security.

We undertake due diligence in respect of ESG risks in our supply chain as an integral part of our supplier risk and performance management process. This process includes a governance model that is tailored to each vendor to understand the criticality of the products and services they provide and the potential impacts in relation to ESG issues, modern slavery risks and supply chain disruptions. Our due diligence process begins with an initial risk profiling and screening process for potential new suppliers and is continued through our annual supply chain risk assessment, supplier screening process, and regular meetings with our tier one suppliers.

Our progress

In January 2023, we introduced a new supplier onboarding process using a supplier management tool. To embed ESG topics within our new supplier assessments we included modern slavery, supplier diversity, workplace health and safety and information security considerations within our onboarding questionnaire. Further topics will be included in FY24 to enhance our assessment of the environmental impacts of the products and services we procure.

SOCIAL PROCUREMENT

We recognise that partnering with local and diverse suppliers can create positive economic and social impacts and we are committed to increasing our use of these suppliers across our business.

Having become a member of Supply Nation in FY22, we were pleased to enter into a partnership this year with Muru Office Supplies (MOS), the largest Indigenous owned and operated office products company in Australia. Partnering with MOS means playing a direct role in supporting the development of sustainable Indigenous communities, as a percentage of the profits from our engagement will go to supporting local community programs.

In line with our target to increase our business with Supply Nation registered suppliers each year, we continuously review additional procurement opportunities with Supply Nations members and will look to onboard several further businesses in FY24.

Embedding sustainability into procurement decision making

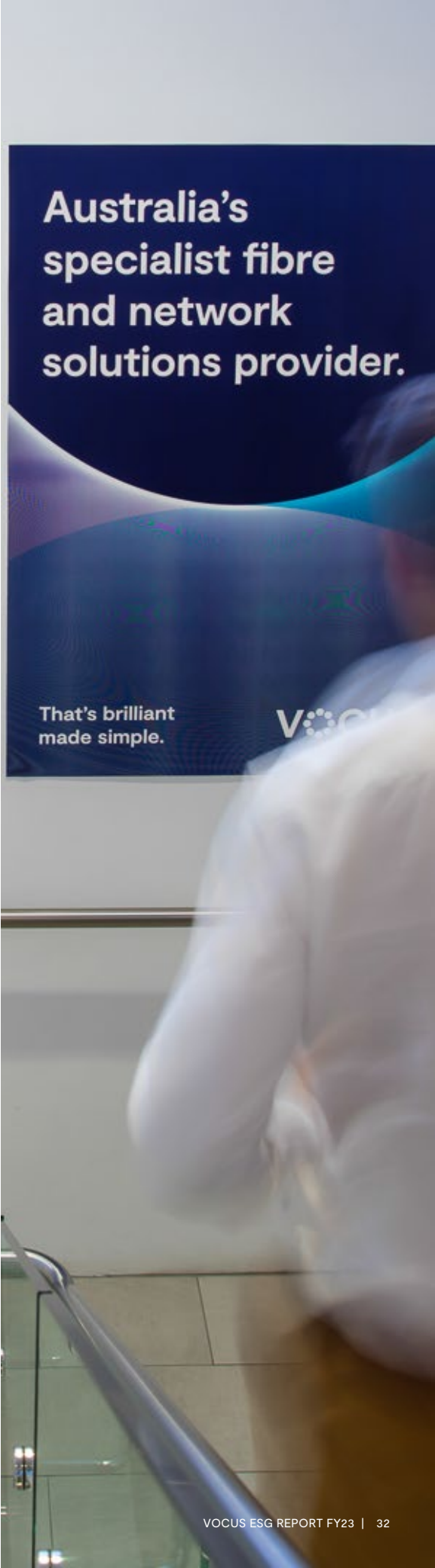
Environmental credentials have been considered in recent strategic sourcing projects.

For example, in FY23, Vocus conducted a tender for the supply of employee laptops. The Procurement team embedded sustainable procurement considerations in the tender process and allocated 7.5% of the evaluation criteria to bring focus to these topics.

The considerations included repairability of the product, use of recycled materials in manufacturing, responsible sourcing of materials, product packaging, energy efficiency, and end-of-life asset management.

In addition to these environmental considerations, modern slavery and device security were also considered.

Ultimately, our Procurement team were satisfied with the environmental credentials of the supplier awarded the contract and feedback was provided to all front-runners on areas for improvement.



Australia's
specialist fibre
and network
solutions provider.

That's brilliant
made simple.

Vocus



Climate action

We are committed to reducing our environmental impacts and contributing to global efforts to limit climate change in line with the goals of the Paris Agreement.

We believe connectivity should enable potential. We are proud of our fibre networks and the connectivity they provide, but we are also aware that, globally, data centres are predicted to produce up to 3.2 per cent of carbon emissions by 2025, and that telecommunications networks are resource-intensive to build, operate and maintain. It's therefore critical that we take decisive climate action, and in doing so, enable better possibilities for our people, our customers and our society.

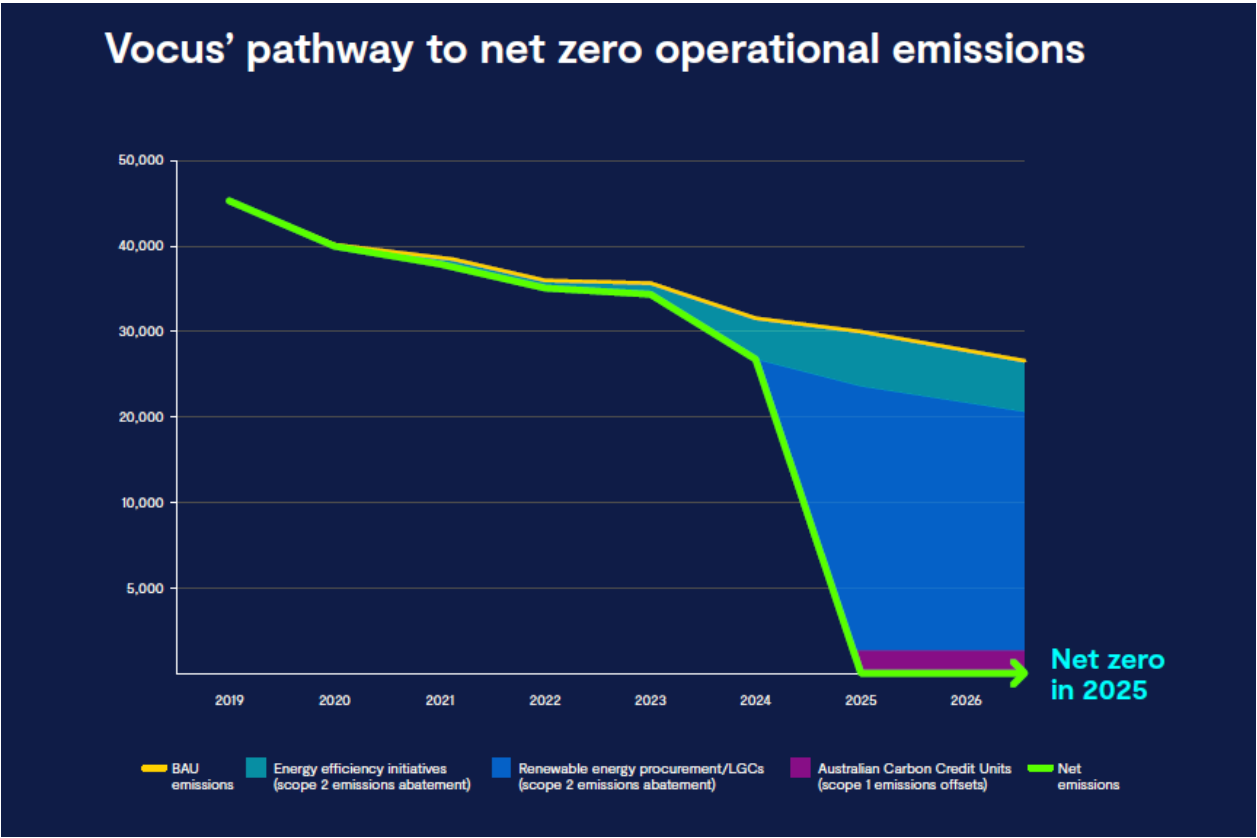


Managing our climate impacts

In 2022 we set a target to achieve net zero emissions across our operations (scopes 1 and 2) in 2025.

To deliver a net zero climate impact, we are working to reduce our underlying scope 2 emissions by consolidating our data centre footprint and continuing to pursue energy efficiency and abatement opportunities right across our business – including initiatives aimed at reducing emissions within our data centres by a further 15 per cent (from a FY19 baseline) between FY23–25.

By the end of 2025, our operations will be powered by 100 per cent renewable energy to help us mitigate our residual scope 2 emissions. We will be offsetting our remaining scope 1 footprint (which represents three per cent of our overall scope 1+2 emissions profile) using Australian Carbon Credit Units.



In May 2023, we won 'Best Sustainability Initiative' for our progress to date towards our operational Net Zero target in the CommsDay Edison Awards, which recognise outstanding achievements in the Australian Telecommunications Industry.

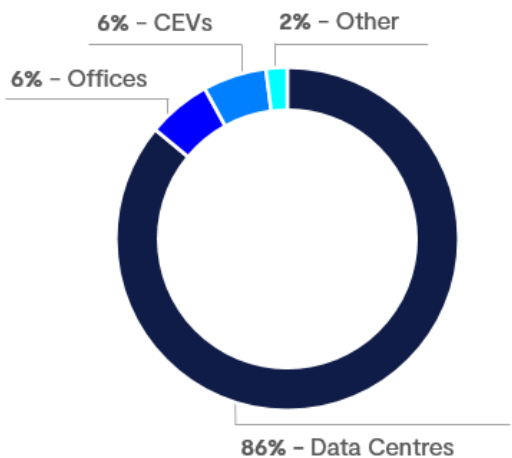
ENERGY AND EMISSIONS

Our progress

In FY23, our direct (scope 1) emissions from fuel and fluids used to operate our back-up generators, cooling systems and Vocus fleet, as well as our indirect (scope 2) emissions from the electricity purchased to power our operations, equated to just over 32,000 tonnes of carbon emissions.

Our scope 2 footprint represented 97 per cent of our overall emissions, 86 per cent of this being electricity used to power our data centres, with the remaining being used to power our offices, Controlled Environment Vaults (CEVs) and other network equipment.

Vocus electricity use



This result represents a 29 per cent decrease in our total scope 1 and 2 emissions since our baseline year of FY19, and a 16 per cent decrease year-on-year. Aligned to our ambition to decrease data centre emissions by 15 per cent, we achieved a five per cent decrease in emissions through consolidation of some of our data centre assets and energy efficiency initiatives this year. The further 11 per cent decrease in emissions was due to changes in state-based emissions factors, resulting from increased grid decarbonisation. Our savings in data centre consumption this year were offset by the growth of our network as we expand our connections and customer services.

Throughout this report, we refer to our scope 2 emissions as location-based meaning we calculate emissions based on state-based emission factors as defined by the Clean Energy Regulator. Our market-based emissions, calculated for the first time in FY23, account for the contractual purchase of renewable electricity and a residual mix factor determined by the Clean Energy Regulator. In FY23, our market-based scope 2 emissions amount to 27,448 tCO₂e. In FY24, we will continue to report comparative market-based emissions, which will be used to measure our Net Zero target progress going forward.

Despite continual business growth, our footprint has decreased steadily between FY19-FY23.

Scope 1 and 2 greenhouse gas emissions (location-based)¹

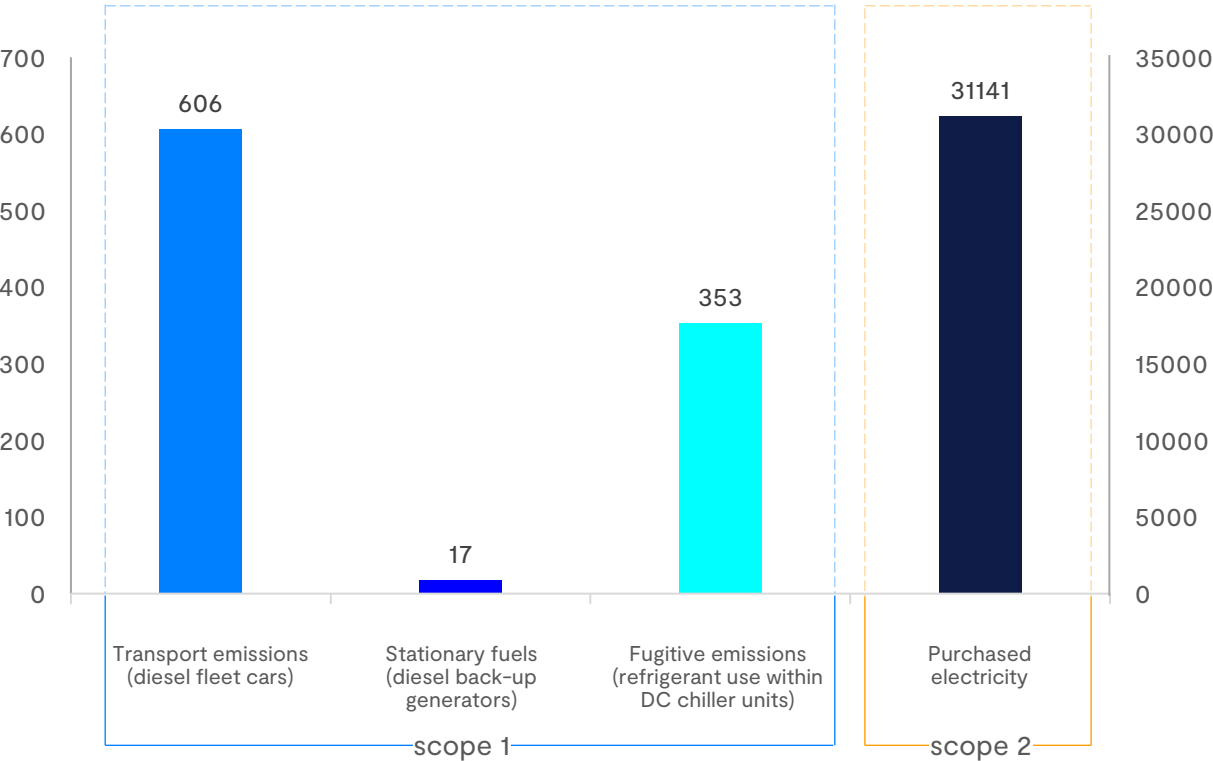
Tonnes of carbon dioxide equivalent (tCO₂e)

	FY23	FY22	FY21	FY20 ²	Baseline FY19	% Change since baseline year
Total emissions (scope 1 & 2) tCO ₂ e	32,118	38,406 ³	40,974	37,553	45,173	-29%
scope 1 emissions (tCO ₂ e)	977	994	1,287	1,205	1,040	-6%
scope 2 emissions (tCO ₂ e)	31,141	37,412 ³	39,687	36,348	44,133	-29%

Notes

1. Reported emissions are based on actual data wherever possible, based on location-based emissions factors. Where metered or invoiced data was not available, estimates have been calculated based on prior actual consumption, taking into account seasonal variations, qualified assumptions and/or known business activity variations.
2. FY20 data was collected and reported across our major sites (our data centres and offices) only. Based on an average of the emissions across other small network sites across FY21 and FY22, our FY20 emissions would likely have been around 41,500 tCO₂e if our full inventory had been captured for the reporting period.
3. FY22 scope 2 emissions have been restated after it was identified that line loss factors had been inadvertently included within calculations for a small number of sites. Line loss factors represent scope 3 emissions as they are outside of our operational control and this figure has been updated to exclude this. (previously reported as 38,243)

Scope 1 and 2 greenhouse gas emissions (location-based)¹
Tonnes of carbon dioxide equivalent (tCO₂e)



Energy consumption by source
Gigajoules (GJ)

	FY23
Total energy use	171,008
Stationary energy	
Electricity	161,456
Solar energy (generated by Vocus) ¹	715
Diesel	238
Transport energy	
Diesel	8,584
Petrol ²	15

Notes
 1. We use solar panels to power many of the Controlled Environment Vaults (CEVs) across our network, including in instances where equipment is located in remote areas where mains power does not reach.
 2. Adjusted for rounding.

Fleet emissions

We currently run a fleet of 76 diesel vehicles that are used by our field engineers to maintain our network facilities across Australia. This fleet is subject to renewal on a rolling basis, and the two primary factors we consider when selecting future vehicles are driver safety and fuel efficiency. Hybrid or Electric Vehicle (EV) selection is considered during every new vehicle order, however due to the nature of the work of our field services team – who work across rural and remote areas of Australia, often away for days at a time – it is not expected that there will be many appropriate opportunities to pursue Hybrid or EV options across our full fleet in the near-term. The following table shows the volume of fuel used by our fleet cars and the associated carbon emissions generated during the reporting period.

Scope 1 fleet emissions

Tonnes of carbon dioxide equivalent (tCO₂e)

	FY23	FY23	FY21	FY20	FY19
scope 1 vehicle emissions	606	622	708	802	624

MANAGING OUR ELECTRICITY CONSUMPTION

Purchased electricity contributes 97 per cent of our overall scope 1 and 2 emissions profile, and 86 per cent of the electricity we purchased in FY23 was used within our data centres.

Minimising electricity use by maximising efficiencies across these sites is therefore the most effective action we can take to decarbonise our business going forward.

This year we have continued to identify how we can optimise our data centre energy use to ensure we can operate our facilities in the most efficient manner possible. Initiatives included:

- Insulating windows in our Brisbane data centre to improve temperature control while decreasing the need for air conditioning.
- LED lighting upgrades and the introduction of motion sensors in our Brisbane data centre.
- Optimising our Computer Room Air Conditioning (CRAC) units in Sydney, building on work done to facilities in FY22, leveraging new Electronically Commutated (EC) fan and compressor technology.
- Replacing aged equipment with more efficient batteries and hardware within our Melbourne and Perth data centres.
- Upgrading chillers across data centres in Sydney and Perth, resulting in a decrease of over five per cent to our base electricity consumption, which includes reduction in cooling and overhead electricity

In relation to our office spaces, we work to secure tenancy in buildings with a high energy efficiency rating.

Our three largest offices – in Sydney, Melbourne and Perth – all have 4 star or above NABERS Energy ratings.

Solar generated power to support our inter-capital network

Sections of the Vocus inter-capital network are powered by 35 off-grid Controlled Environment Vaults (CEVs) housing network equipment across our Adelaide-Perth, Adelaide-Darwin and Tennant Creek –Townsville routes. These off-grid sites are 100 per cent powered by solar PV (photo-voltaic energy), which work to keep our network running 24 hours a day, year-round.

- The total commissioned capacity of our PV plants is 343.8 kW. This year, our solar CEVs generated 199 MWh of renewable energy across the network.
- Our CEVs have also been built with further environmental considerations in mind, including:
 - The incorporation of rainwater tanks to reduce water usage.
 - The use of free air cooling, and passive design principles to reduce the amount of electricity required to keep our CEVs at the optimal temperature.
 - The use of operational algorithms to keep air conditioners running only when hotter conditions exist. This minimises electricity consumption for mains CEVs and extends the useful life of our air conditioning equipment.
- The potential for damage because of severe weather events. Many of our CEVs have been built on stilts to withstand storms and flooding.

As we continue to invest in the extension of our networks, we are working to increase the number of solar-powered CEVs we build along key network routes. For example, nine of the 14 CEVs we are building for Project Horizon will be solar powered, to assist us in mitigating our impacts across this key network route.

MANAGING OUR SCOPE 3 IMPACTS

Our approach

We recognise that our emissions footprint extends well beyond our direct operations and are working to set further targets to help to manage our impacts right across our value chain.

Our scope 3 emissions are the indirect emissions from third-party activities we rely on to operate our business. These include upstream emissions, such as emissions generated by our suppliers when manufacturing goods on our behalf, as well as downstream emissions, such as the gas and electricity use of our retail energy customers. While it is difficult to accurately measure and control our scope 3 impacts, we are committed to working with our partners to minimise these emissions and support our suppliers and customers on their own decarbonisation journeys.

Our progress

In FY23, we completed a screening process as a first step towards understanding and quantifying the scope 3 emissions relevant to our operations. We identified that nine of the fifteen scope 3 categories were relevant to our business, and likely material to our emissions portfolio. Within this screening exercise, we identified two areas in which we can immediately expand our current reporting, including increasing the scope of our reporting of employee travel emissions and the reporting of our employee commuting and working from home impacts. In FY24, we will work with our stakeholders to quantify our impacts across our additional relevant categories, with a view to reporting on the full breadth of our scope 3 impacts for the first time in FY25.

Employee travel emissions

Due to the widespread nature of our infrastructure, offices and customer locations across Australia, we rely on air travel to facilitate face-to-face engagement.

Our use of air travel has been significantly reduced over the past three years as a result of COVID-19 related restrictions.²

Notes

1. Reported emissions are based on actual-use data provided by our travel partner for FY21, FY22, and FY23 which includes air travel and hotel stays. In prior years, an online calculator was used to determine approximate emissions based on the number and duration of flights taken within the reporting period, in which only air travel is reported.
2. Almost all air travel was suspended throughout the last three months of FY20, all of FY21 and the first half of FY22 as a result of COVID-19 related restrictions.
3. FY19 has been calculated to align to our baseline emissions informing our Net Zero Target. FY20, FY21, and FY22 have not been calculated.

We have shifted our practices significantly over the past few years to rely more on technology-based alternatives to travel, such as video conferencing.

With support from our travel partner, we have expanded the boundary of our reporting in FY23, including restating FY21 and FY22 information, to include emissions resulting from hotel stays.

Scope 3 emissions from employee travel¹ *Tonnes of carbon dioxide equivalent (tCO₂e)*

FY23	FY22 ²	FY21 ²	FY20	FY19
1,059	360	123	1,489	2,375

Employee commuting and working from home

In FY23, we assessed and quantified the impact of employee commuting and working from home. Traditionally, this scope 3 category included only commuting habits, however, with the shift in working habits after COVID-19 restrictions, we believe it is important to expand the boundary to show the holistic impact of our operations. We have leveraged estimates on commuting habits from the Australian Bureau of Statistics, emissions intensity estimations from the National Transport Commission and energy use statistics from the Anthesis Group to inform our estimations below.

To align our reporting to our scope 1 and 2 emissions baseline, we have also calculated our FY19 baseline impacts.

Scope 3 emissions from employee commuting and working from home *Tonnes of carbon dioxide equivalent (tCO₂e)*

	FY23	FY22	FY21	FY20	FY19 ³
Employee commuting	566	Not calculated ¹			2,133
WFH	405				49

Minimising our scope 3 impacts

A key segment of our scope 3 inventory is the network equipment we house in third-party data centres and exchange buildings.

Since FY19, we have been working to reduce the amount of legacy equipment we have located within Telstra exchange buildings, through our digital subscriber line access multiplexer (DSLAM) exit program.

This program involves disconnecting and recovering all the fibre and copper cables that are connected to our racks, removing power, and physically removing and recycling the DSLAM and associated equipment, as well as the rack itself.

In FY23, we decommissioned 275 DSLAM nodes (239 of which were in Telstra exchange sites), representing the equivalent of approximately 572 tCO₂e and exited 117 Telstra exchange sites.

Managing impacts within our retail energy business

In addition to the usage of electricity in our operations, we are also a retailer of electricity and gas through our Dodo brand.

We provide 10 per cent and 100 per cent GreenPower options to our customers, supporting clean and renewable sources of electricity such as solar, hydro, and wind. When a customer chooses one of these options, that percentage of their electricity consumption is abated with Accredited Renewable Energy Certificates created from renewable electricity that has already been supplied into the electricity grid.

This electricity replaces the same amount of energy that would otherwise have been sourced from fossil fuels such as coal. In FY23, seven per cent of our Dodo electricity customers took up our GreenPower options.

Throughout the 2022 calendar compliance year, we purchased over 350,000 Renewable Energy Certificates to acquit our liabilities under the various clean energy schemes.

We also participate in the Commonwealth's Renewable Energy Target, New South Wales' Energy Saving Scheme, the Victorian Energy Efficiency Target, and the South Australian Retailer Energy Efficiency Scheme.



Environmental risk and compliance

We understand that the construction, operation and maintenance of our networks has the potential to adversely impact our environment.

We manage our environmental impacts in compliance with all relevant statutory and regulatory requirements, and are committed to actively identifying and mitigating our environmental risks. Environmental risks and incidents are reported and managed via our Workplace Health and Safety Management System and escalated to our Board WHS Committee as required.

In August 2022, it was identified via our remote monitoring system that fuel was missing from the diesel system supporting the Darwin Cable Landing Station (CLS). A field technician was immediately dispatched to site and identified diesel fuel on the ground around the CLS, with evidence suggesting a leak had occurred only hours prior to inspection. The Environmental Protection Agency (EPA) was immediately contacted and attended site to monitor impact and remediation progress. We engaged an industrial cleaning company, as recommended by the EPA, to excavate the contaminated area and perform remediation activities which were completed in October 2022. Through these efforts all diesel was recovered, and no traces were found in the clay surrounding the area following the clean-up.

Investigations indicate the cause of this leak was due to a faulty tank sensor, which has since been replaced and recalibrated. Vocus have also upgraded all our fuel systems during the reporting period to mitigate the risk of future spills.

Due to our swift action to resolve the issue and immediate notification to the EPA, this does not constitute a breach of environmental law and no fine was issued. The rapid response from our team and positive response from the EPA have reinforced the effective operation of our management system. Including in relation to this incident, we have not been notified by a regulator of any non-compliance with any environmental laws or regulations during the reporting period.



MINIMISING CLIMATE RISK ACROSS OUR NETWORKS

The nature of our fibre networks means that we are exposed to both physical and transitional climate risks. We have a responsibility to minimise and mitigate the negative impacts of our operations and to build resilience to a changing climate. We design our network infrastructure to withstand the impacts of floods, bushfires and other extreme weather events, and regularly monitor and review its ongoing resilience. Actions responding to physical climate risks are reflected in our business continuity framework and plans.

Over the past few years, we have evaluated the physical climate-related risks most likely to impact our networks, operations, supply chains, and team member safety. We have identified our Cable Landing Stations (CLS) and Controlled Environment Vaults (CEVs) as the sites most likely to be at physical risk from rising sea levels, floods, and fires. To mitigate this risk, we include a 100-year flood analysis as part of the site selection and feasibility study for each new CLS site, and raise the height of these sites as required.

In FY23, we incorporated climate risk into the topics to be discussed at our ESG Governance Committee and commissioned a Climate Risk and Opportunity Assessment to be completed in FY24. These actions will support us to mature our understanding and approach to managing climate risks in our business.

Our networks and operations teams run crisis simulations to test our responses against physical climate risks to ensure they are resilient and our people are well equipped to manage the impacts of flooding, bushfires, and other extreme weather events to our infrastructure, should they occur.

PRESERVING BIODIVERSITY DURING MAJOR PROJECT BUILDS

Environmental risk assessments form part of the broader risk assessment and planning processes for all major builds we undertake. The potential impact of our activities – be it site construction, cable-laying or other civil or survey activities – are assessed in relation to:

- The physical environment (including native flora, or in the case of laying submarine cable, water depths, currents and sea-bed conditions);
- The biological environment (including local fauna, protected species and areas of conservation significance);
- Natural and cultural heritage (including maritime archaeological items and Aboriginal and Torres Strait Islander heritage);
- Native Title; and
- Social and economic issues.

Wherever possible, we select land that is already highly disturbed, to minimise risk to native flora and fauna. As a result of each assessment, various safeguards are identified to minimise the environmental impact of the project, and the recommendations are adopted in the site management plan for the subsequent phases of the project.

In some cases, where a risk is identified that has broader application across other projects, the matter is incorporated into our standard criteria for site selection.

In instances where we are required to conduct works in environmentally significant areas, we engage biodiversity experts to assist us.

We rely on their knowledge and guidance to preserve site biodiversity and to ensure that if habitats are disturbed, they are appropriately rehabilitated.

Project Horizon – Contributing to national biodiversity

During the design phase of Project Horizon, in which we will build a 2,000-kilometre fibre route from Geraldton to Port Hedland, we conducted due diligence assessments to identify areas of environmental significance, culturally sensitive areas, contaminated land and other relevant factors.

Our assessment identified the proposed route intersects with the Gascoyne River and its tributaries, a Surface Water Proclamation Area.

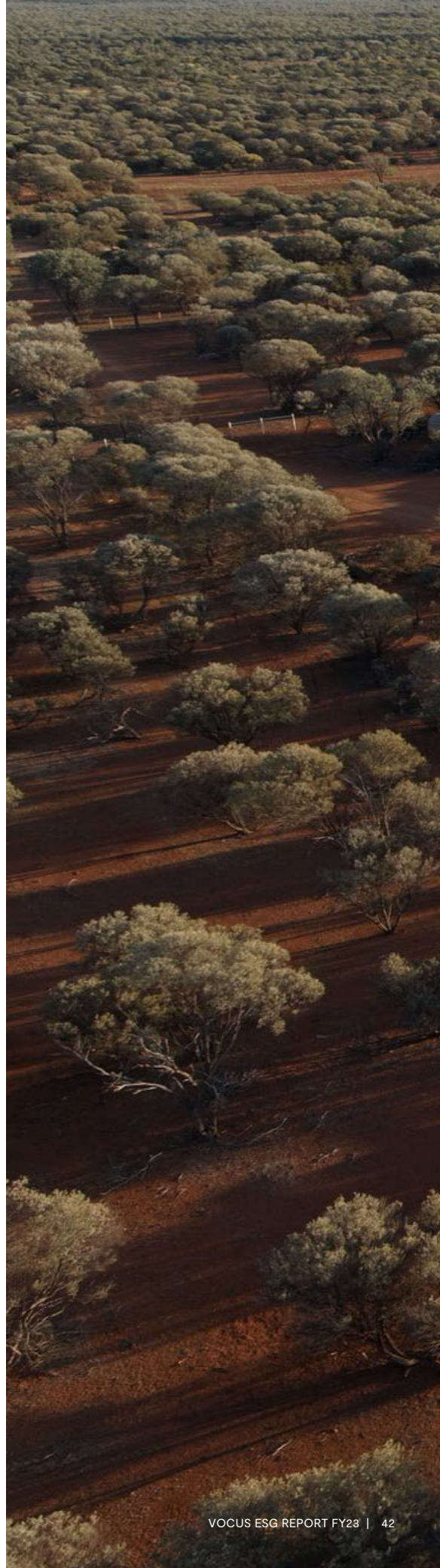
Due to the remote and undeveloped nature of the landscape through which Project Horizon passes, a considerable portion of the waterways were not mapped or recorded by Department of Water and Environmental Regulation (DWER).

Vocus' preferred approach is to avoid or limit negative impacts to the natural environment where possible and as a result, our team engaged an environmental consultant to conduct ecological surveys along the route, focusing on waterways along with flora, fauna and areas of cultural sensitivity in collaboration with Traditional Owner Groups.

These surveys have resulted in:

- GPS data of intersected waterways has been captured and shared with DWER where impacts to bed banks are unavoidable within surface water areas. Engagement with Traditional Owners and landowners to inform the survey results with appropriate context of the area and obtain consent for works.
- Targeted environmental management construction plans, including micro-siting practices to protect sensitive flora and fauna.
- Development of a 12-month post construction weed monitoring plan to manage any latent impacts.

Following construction, rehabilitation and revegetation of the impacted areas along the construction path is monitored by Vocus' field managers. They also undertake post construction audits of the rip lines and waterways to ensure any potentially negative impacts have been effectively managed during the construction phase.



Resource efficiency

Our approach

While our most material environmental impacts relate to our energy use and emissions, we are also committed to managing the broader impact associated with our use of goods and services and pursuing opportunities to use natural resources more efficiently across our operations and supply chain.

PRODUCT RECYCLING

Within our Consumer business, we supply our customers with a limited number of products related to their services, including modems and SIM cards. To help us to minimise the environmental footprint of the products and packaging we distribute, we became a member of the Australian Packaging Covenant Organisation (APCO) in FY20.

Our most recent APCO Annual Report for the financial year FY22, was published in March 2023, and we achieved an overall performance level of 'Advanced,' a result based on our performance against each of the Packaging Sustainability Framework criteria.

Throughout this reporting period we have undertaken the following initiatives to further improve the sustainability of our product packaging:

- Transitioned to 100% recyclable, biodegradable and compostable materials to pack our cartons, allowing us to maintain the safe arrival of our fragile products and discontinue the use of plastic bubble wrap; and
- Continued to contact suppliers to request they complete the Sustainable Packaging Guidelines assessment checklist, to enable us to assess their compliance with the ten Sustainable Packaging Principles.

We know there is more we can do to improve the recyclability of our consumer product packaging and continue to work with our suppliers to identify opportunities to minimise our packaging waste.

WASTE MANAGEMENT

The major waste stream generated by Vocus is from the construction, operation and maintenance of our networks and facilities. This includes construction waste, network equipment and battery systems.

Where possible, equipment is refurbished and reused within our network and facilities, including routers, network terminating units (NTUs), batteries and other power management systems.

Where reuse is not feasible, Vocus engages registered e-waste recyclers or scrap metal merchants as appropriate for the type of waste material.

This year, we engaged with our facilities managers to better understand the extent of our e-waste volumes and disposal practices, noting a number of facilities leverage ad-hoc e-waste collections to minimise impacts to landfill.

In FY24, we will develop a national recycling and waste management policy to ensure effective measurement and management of this waste stream going forward.



Our people

At Vocus, our people are the difference, and our culture is the key to our organisational success.

We are proud to have a reputation of being a great place to work, and are committed to building a safe, diverse and inclusive workplace where our people experience better possibilities and feel like they belong.

We are focused on creating an environment where our people are supported to grow and thrive and have opportunities to make a meaningful impact for our customers, stakeholders, communities and each other.



Our workforce

In 2022 we set In FY23, there were no major changes to our Australian workforce, where all our direct employees are based. As at 30 June 2023, we directly employed over 1,400 people – a five per cent increase since FY22. Of these, 96 per cent are permanent employees.

This year, 283 team members joined our business, and 221 departed, representing a 16 per cent turnover rate. This is a reduction in turnover of three per cent from FY21.

Additionally, we have around 900 team members in the Philippines, who are employees of a Philippines-based third-party business partner we engage to support a range of functions within our Consumer business, and some aspects of Vocus Network Services.

To support the wellbeing of our team in the Philippines and to help implement our company culture, values, strategy and sales practices across our contract workforce, we employ a Vocus Country Manager, who is based in Manila.

VOCUS WORKFORCE COMPOSITION

Employment status	Female	Male	FY23 Total
Permanent full time	358	953	1311
Permanent part time	34	17	51
Fixed term full time	17	26	43
Fixed term part time	6	2	8
Casual	3	1	4
Non-executive Directors	4	1	5
Total	418	999	1417

*All employment figures are based on a head count as at 30 June 2023. This represents 1,394 FTE.

Culture and engagement

Our approach

Our unique culture is key to our ability to deliver on our Vocus Purpose and is underpinned by a strong commitment to our company values, and a focus on maintaining strong engagement right across our Vocus team.

Our success in this is particularly relevant in the current climate, where businesses across all sectors are competing to attract and retain talent.

Our Board People and Remuneration Committee oversees all topics related to employee engagement, benefits, learning and development, and people management, including strategy review and approval.

Our People and Culture team, led by our Chief People Officer, works across the business to implement strategic HR initiatives and support our team members on a day-to-day basis.

Our progress

We measure employee engagement through regular fortnightly pulse-checks. These surveys provide us with valuable insights into the sentiments of our employees across various topics including work-life balance, management approach, and employee recognition. The data collected from these surveys enables us to calculate our Employee Net Promoter Score (eNPS) at both an organisation-wide and team level, as well as an overall employee engagement score.

As of 30 June 2023, our eNPS was +17 throughout the business (increased from +15 in FY22) and we improved our overall engagement score to 78 per cent, marking a one percent cent increase year-on-year.

This year 74 per cent of our employees shared that they are inspired by the Vocus purpose, a significant jump from the previous year at 65 per cent.

This shift demonstrates that a substantial segment of our workforce resonates with our overarching mission and purpose, and finds meaning, motivation and alignment in what they do.

These metrics all play a significant role in shaping our approach to management, communication strategies, learning and development initiatives, and our overall culture and engagement-based programs.

EMPLOYEE WELLBEING

One of our highest priorities is supporting the health and wellbeing of our Vocus team members, and providing an environment where they can grow and thrive.

In FY23, we continued our focus on supporting the wellbeing of our team members through our monthly wellness calendar. Topics included getting the most out of hybrid working, financial, physical and mental wellbeing. These offerings include partner-facilitated webinars and learning sessions.

In addition, we also offer team members free flu vaccinations, opportunities to donate blood, daily fruit and breakfast in our offices, and we connect employees to an array of wellness-focused resources, perks and services.

We offer an Employee Assistance Program that provides confidential support, including counselling, wellbeing coaching, nutrition and financial counselling, to all team members and their families.

We have also partnered with Circle In, a comprehensive family benefits platform that provides valuable tools and practical resources for existing or soon-to-be parents and caregivers.

In line with our commitment to mental health support, we have allocated Mental Health First Aid (MHFA) Officers across our major sites and offices. These officers are equipped to provide initial informal support to their colleagues and have knowledge of additional avenues for support.

REWARD AND RECOGNITION

At Vocus, we know that to deliver on our ambition to be Australia's best telco, delivering exceptional, secure digital infrastructure and connectivity, we need the best people.

Because of this, we take a holistic approach to reward and recognition that is grounded in our purpose and values, and delivered through our integrated reward, recognition and benefits platform, as well as recognition programs designed to celebrate outstanding talent and contributions throughout the year.

Our rewards and recognition platform – Shine – supports individual and team recognition from colleagues for work and achievements that demonstrate Vocus Values and goals.

Monthly recognition awards and reward credits unlock a range of products and services via an online portal.

The Shine platform also integrates service milestone celebrations, plus a range of rewards, discounts and wellbeing services via third party partners.



Celebrating our High Achievers

The annual Vocus High Achievers program recognises the top talent across our business each year. In 2023, 40 Vocus team members were selected as FY23 High Achievers for remarkable contributions spanning engineering, sales, marketing, Environment Social Governance (ESG), finance and operations.

The High Achievers program embodies the essence of what makes Vocus exceptional by celebrating excellence and shining a light on the hard work, dedication and outstanding contributions of our team members. This year, our winners enjoyed three days in Tasmania and took in the local sights, experiences and tastes of beautiful Hobart, Bruny Island and surrounds.

FLEXIBLE WORKING

We are committed to providing our people with the flexibility they need to successfully balance their work and personal life.

In May 2022, we launched our Hybrid Way of Working (HWOW) Policy which is designed to enable our team members to maintain the flexibility they enjoy, while ensuring we maintain strong working connections through our days in the office.

Under our HWOW approach, a typical working week is designed to include an in-office day that is consistent across the business, a second variable in-office day, and up to three days working from anywhere.

To complement our HWOW Policy we offer Vocus Days as opportunities for all employees to spend valuable face-to-face time together building positive workplace relationships and enjoying social time to foster and develop our culture.

Some themes that we focus on include Inclusive Leadership, Diversity & Belonging, ESG and Learning and Development, all of which work towards offering our employees time to dedicate to their personal development, enhance working relationships and strengthen our workplace culture.

We want to ensure our people can celebrate the religious and cultural days most important to them, without having to take additional leave.

Our Flexible Public Holiday Policy allows our team members to swap up to three public holidays per year for recognised days significant to their culture or religion.

Learning and development

Our approach

We are committed to the growth and development of our people and our Learning and Development (L&D) strategy focuses on creating the conditions for team members to consistently grow their capability and careers in interesting ways. This strategy incorporates Growth Mindset as a core tenet and positions learning as equally relevant across personal and professional domains.

Vocus team members have numerous ways to engage in their ongoing growth and development including inductions, mandatory compliance learning, individual development plans, mentoring, study assistance, leadership development and more.



Investing in the workforce of the future

In FY23, we launched our first official Graduate Program; a two-year rotational program for 11 university graduates that offers hands-on experience and practical learning sessions across our business.

Every seven months, our graduates rotate to a new team, expanding their skills and experience.

We offer tailored development opportunities including a buddy system, quarterly development workshops, graduate-specific online learning, career coaching sessions and mentoring with our senior leaders.

Our progress

In FY23, we refined our approach toward leadership, setting the stage for targeted leadership development opportunities that align with our business growth and cultural ambitions. Our leadership approach comprises three elements:

- **Growth Mindset:** Create the condition for ongoing growth, believing that our people can grow into and learn almost anything.
- **Humble Inquiry:** Develop strong connections with our people and inquire, invite participation vs telling/directing.
- **Leader as Coach:** Create the time and space to grow and develop others.

In FY23, 100 per cent of our senior leadership team participated in a Humble Inquiry program, and over 80 per cent engaged in our Growth Mindset development program. In addition to our focus on leadership, we continue to provide all team members with access to regular development opportunities, including facilitator led training, company-wide learning events, as well as self-directed learning platforms, with access to over 15,000 courses designed and delivered by global thought.

Facilitator or leader-led development opportunities included sessions on Unconscious Bias, Customer Service Excellence, Moving from Business to Effectiveness, and Collaboration Simulations.

Overall, we invested over \$540,000 in learning and development opportunities for our team members, equating to a total of 18,960 learning hours. This investment resulted in 76 per cent of Vocus team members reporting that they feel supported toward their growth and development at Vocus. In addition to the corporate L&D options we provide our teams, each division supports team and role specific learning and development opportunities. In FY23, our divisions invested over \$460,000 in such training, contributing to an overall \$1 million investment in our peoples' development.

Diversity and belonging

Our approach

At Vocus, we know that better decisions are made, companies are more innovative and successful, and people are more engaged when they have a diverse and inclusive workplace.

We seek to attract, engage, retain and develop the best talent, and are dedicated to living our “People are the Difference” value by embracing all segments of the community and working to create an environment where every team member feels safe to share their own unique capabilities, experiences and perspectives.

Our vision for Diversity and Belonging is to build a diverse and inclusive workplace, where our people experience better possibilities and feel like they belong.

Oversight of our Diversity and Belonging (D&B) Policy, Strategy and annual performance is provided by the Board People and Remuneration Committee, who receive regular updates in relation to our progress against key metrics throughout the year.

At an operational level, our employee Diversity and Belonging Committee, which is chaired by our Chief People Officer, helps guide our diversity activities and works to create opportunities for discussion, drive further understanding of our differences, and foster an environment where everyone feels confident to be themselves at work.

The Committee includes representatives from across the business, who this year worked across five work-streams:

- Cultural awareness
- Disability and inclusion
- First Nations awareness
- Gender diversity – representation
- Gender diversity – inclusion and belonging

Our progress

This year, we undertook a process to develop a FY24–25 Diversity and Belonging Strategy for Vocus.

To support this process, we conducted peer and best practice benchmarking, surveyed our team members, and held workshops with our People and Culture leadership team, Diversity and Belonging Committee, Executive Leadership Team and Board People and Remuneration Committee to determine the best path towards our target to increase representation of women within Vocus to 35% by FY25, as well as to support our D&B vision to build a diverse and inclusive workplace, where our people experience better possibilities and feel like they belong.

The Board People and Remuneration Committee approved the Strategy in August 2023, including a set of divisional gender representation targets, which are embedded in individual executive short-term incentive plans, to support the achievement of our group gender representation target.

GENDER DIVERSITY

We are dedicated to creating an environment where individuals of all genders have equal opportunities for growth and leadership, and we recognise the intrinsic value of gender diversity in promoting innovation, creativity and inclusivity in the workplace. We understand that diverse perspectives drive better decision-making, enhance our corporate culture and contribute to our long-term success.

In FY23 we made incremental progress towards our gender representation targets across most segments of our workforce, with the exception of our Executive Leadership Team. During the year, we restructured our Executive Leadership Team and added two new leaders via an equal opportunity process that prioritised merit, qualifications, and the best interests of the organisation. Throughout the year, we undertook a number of initiatives to support and engage with women across our business, including an International Women’s Day event with our CEO, Ellie Sweeney and Board Director, Ani Satchroft discussing their personal perspectives on navigating careers within STEM industries, and

advice on career development, sharing and showcasing career journeys of our women on our website.

We also delivered #IamRemarkable training, a global movement that empowers everyone to celebrate their achievements in and out of the workplace, to over 120 of our team members in Australia and the Philippines. #IamRemarkable helps participants to lift the motivation and skills of self-promotion for underrepresented groups and challenges the social perception around self-promotion. Participants of the program reported they now feel more confident to self-promote and encourage others to do the same.

Our gender diversity performance in FY23 has remained relatively consistent with prior years. The number of women who have resigned from Vocus has increased this year, which is a trend we hope to reverse through the roll-out of retention initiatives included within FY24-25 Diversity and Belonging Strategy. Pleasingly, despite increased resignation rates, the number of women hired into Vocus has also increased this year, resulting in a consistent year-on-year gender balance.

WORKFORCE GENDER EQUITY

	FY25 Diversity Targets ¹	FY21 (% of total)	FY22 (% of total)	FY23 (% of total)
Target 1: Improve gender composition of the Board and workforce				
Board	40%	14	80	80
Vocus-wide	35%	28	29	30
Executive leadership team		25	29	20
Senior leadership team		26	33	36
Other managers		23	25	25
Non-managers		29	29	30
Target 2: % of women hired	40%	37	29	38
Target 3: % of women promoted	40%	36	38	NA ²
Target 4: % of women resignations ³	<27%	34	26	39

Notes

1. Figures are based on head count. We comply with the reporting obligations of the Workplace Gender Equality Act 2012. As such, management categories are defined in line with the Workplace Gender Equality Agency reporting requirements.

2. Data supporting this target is currently being improved and we are unable to report in FY23. We are actively working to improve our systems and will aim to report on our progress in future years.

3. This figure includes voluntary resignations only

GENDER PAY EQUITY

Our People & Culture team conducts an annual gender pay gap analysis to minimise the potential impact of unconscious bias on remuneration decisions and to correct any gaps to ensure equity in our salary ratios. This analysis is undertaken at the beginning of the annual remuneration review period so any discrepancies can be addressed during the annual review process. This year, salary adjustments were made across 38 roles as an outcome of this review.

HEARING FROM OUR PEOPLE

In April 2023 we launched our annual Diversity and Belonging survey to all team members. We received over six hundred responses (an overall response rate of 47 per cent) and gained valuable insights into our team members' perceptions of our D&B approach and performance.

Pleasingly, over 90 per cent of respondents believe their teams are inclusive of everyone and feel welcome and respected within their teams. Eighty-nine per cent believe they have the flexibility they need to balance work with the rest of their lives, and don't feel that accessing this flexibility inhibits their career progression, and 88 per cent of respondents feel comfortable being themselves at work, and feel their managers put effort into making sure everyone feels included. Key take-aways from the survey included that 6.7 per cent of respondents did not feel comfortable sharing their opinions at work and verbatim feedback suggested that many team members would like to hear more from our senior leaders on what D&B means to them. In FY24, we will introduce humble inquiry for our people leaders to further support our team members.

TRAINING AND DEVELOPMENT

In October and November 2022 we held Diversity & Belonging Vocus Day sessions across all of our major offices, through which we provided facilitator-led training on inclusive leadership and cultural safety, as well as an opportunity for team members to hear from our Executive Leadership Team on what diversity means to them.

Further to these sessions, we also held training sessions throughout the year on topics like unconscious bias and First Nations cultural awareness.

SUPPORTING FAMILIES

We are committed to providing our Vocus team members with the time, resources and support they need to balance their commitments at work and at home.

All permanent full-time and part-time team members who have completed at least 12 months service at the time of their child's birth or adoption, are eligible to receive paid parental leave benefits.

After expanding our Parental Leave Policy to enhance superannuation benefits in FY22, we updated it again in FY23 to extend the length of time that a secondary carer can change from a primary carer from 12 months to 24 months. This update recognises the important role that both caregivers play in raising a child and the need for flexibility.

We provide ongoing support for team members on parental leave through regular 'Keeping in Touch' days, where they can choose to attend paid days in the office for key planning days, training or to re-connect with their teams before returning to work.

In FY23, 69 employees took primary or secondary carers leave. 100 per cent of primary carers scheduled to return to work in FY23 returned, with 96 per cent still employed at Vocus after three months, indicating that our team members feel supported on re-entry to the workplace following long-term leave.

SUPPORT FOR TEAM MEMBERS EXPERIENCING DOMESTIC AND FAMILY VIOLENCE

We are committed to supporting our team members experiencing domestic and family violence (D&FV), through a broad range of measures. Our D&FV Support Policy provides a framework for people leaders to provide this support, for example through:

- Consideration of changes to work hours and location, and the introduction of flexible working arrangements where required and possible.
- Access to leave entitlements such as personal leave, annual leave, long service leave or domestic violence leave.
- Temporary changes to benefits arrangements, which may include secure car parking, or IT and telephone security.

This year, in line with changes to the Fair Work Act, we extended our period of paid leave for team members experiencing domestic and family violence to 10 days.

For information on our approach to assisting customers experiencing domestic and family violence, please see the **Customer Experience** section of this report.

CULTURAL INCLUSION

We continue to focus on celebrating the diversity of our team members by creating visibility of key cultural practices observed and celebrated across our business. We followed a calendar of events and dates of significance, led by the Cultural Awareness stream of our Diversity and Belonging Committee. In addition to this, we supported various cultural initiatives at our Vocus Days to further promote a sense of belonging for our team members.

This year, we released a video showcasing the different cultural backgrounds and traditions of our team-members, many of whom shared how being part of a belonging and understanding environment supports them in their work at Vocus.

FIRST NATIONS INCLUSION

The Vocus Indigenous Inclusion Policy highlights our commitment to maintaining a safe working environment that is respectful and understanding of Indigenous people, identities, cultures, beliefs, values and experiences.

The First Nations Inclusion and Belonging work stream of our Diversity and Belonging Committee also contributed to efforts to increase understanding and recognition of First Nations cultures, histories, and knowledge this year, through organisation-wide communications, resources and a session featuring a guest speaker. To celebrate NAIDOC week in July 2023, we hosted a conversation with Richard Young, a proud Gonnai, Yorta Yorta and Gunditmarra artist. Richard Young joined us for a wide-ranging conversation about his art, culture, family and perspectives on First Nations allyship and reconciliation.

DISABILITY INCLUSION

One in six Australians live with a disability. We adhere to the social model of disability, understanding it as a circumstance that arises from the way people with disability interact with the world and focuses on removing barriers and implementing adjustments that provide an equitable experience for people living with disability. As such, we are working to create an environment that is conducive to attracting, supporting and retaining team members with disability.

In early FY23, we introduced a Disability & Inclusion stream within our Diversity and Belonging Committee that is working to develop policies and practices designed to raise awareness and make our workplace more equitable and inclusive for people with disability.

Workplace health and safety

'IF YOU SEE SOMETHING, SAY SOMETHING'

Our approach

Our number one priority is keeping our people safe and embedding a strong workplace health and safety (WHS) culture at every level of our business.

We have robust governance processes in place to assist us in identifying, understanding and managing our health and safety risks. Our WHS approach and performance is overseen by the Board Workplace Health and Safety (WHS) Committee and managed at an operational level by our Chief Operating Officer and WHS team. Our WHS Management System for major and strategic projects is ISO 45001:2018 certified and enables us to meet the objectives of our WHS Policy and plans by outlining the responsibilities, processes and information required to objectively measure and manage our WHS performance. We also have several committees comprising team members and people leaders, that help drive consultation and communication, and embed our WHS commitments and management of risks across our business, as outlined below.

WHS GOVERNANCE STRUCTURE

Board: Conducts due diligence in our WHS management structures.

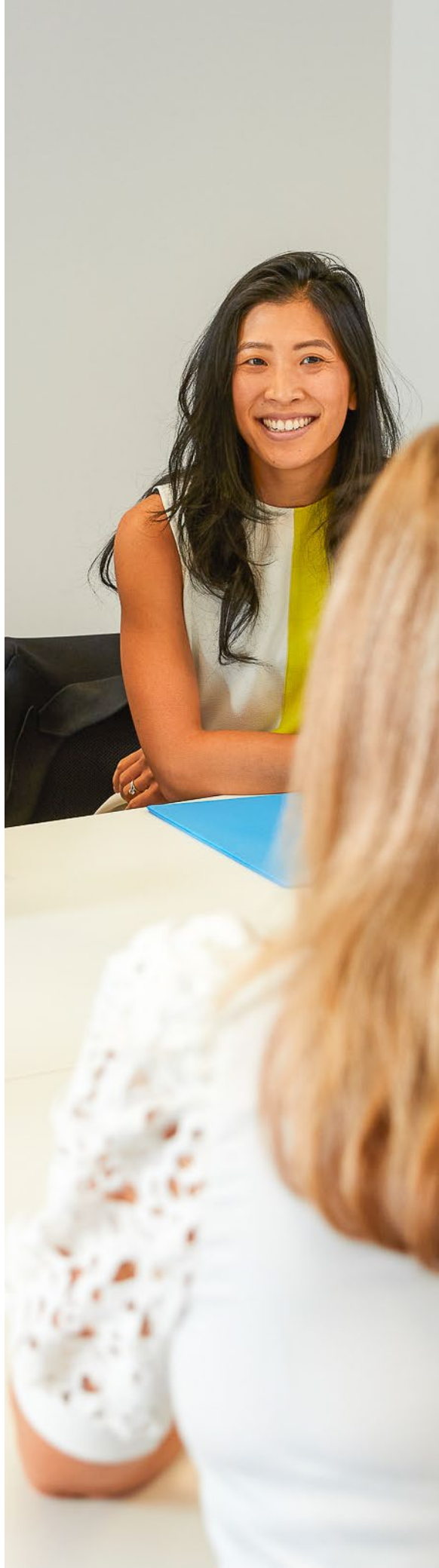
Board WHS Committee: Provides assurance to the Board as to the adequacy and effectiveness of our WHS management systems and application. Reviews operations on the environment, including contaminated land, climate change, and other general environmental matters.

Board Audit and Risk Committee (BARC): Oversight management of material risks (strategic, compliance, or operational) that are rated critical or high.

Enterprise Risk Committee: Oversight of management or operational risks that are rated medium or below. Reports to BARC.

WHS Steering Committee: Reviews FY23-25 Strategy Program and WHS performance monitoring. Includes incident reviews, root causes, remediation and prevention.

WHS Consultation Committee: Facilitates internal WHS consultation and conducts WHS performance monitoring.



OUR FY23-25 WHS STRATEGY

Our WHS Strategy focuses on the uplift of our approach across five key pillars:

- Senior leadership
- Risk management
- Operational management
- Learning and development
- Contractor management

We will bring our strategy to life through the introduction of Annual Operating Plans, which will detail the specific initiatives and actions we'll undertake across each pillar of our strategy, leveraging five key enablers:

- Visible and felt leadership
- Critical risk management
- Operational alignment
- Organisational learning and capability development
- Contractor engagement

To support the delivery of our strategy, we utilise a WHS Scorecard that includes Key Performance Indicators across all five of our strategic pillars. These metrics are aimed at improving our safety systems, processes, awareness and performance, and embedding a 'safety first culture' for our people, partners, customers and other stakeholders.

Our progress

VISIBLE AND FELT LEADERSHIP

We are committed to creating a 'safety first culture' through strong leadership engagement, regular communications and feedback mechanisms.

Consultation is key to helping our leadership to create an effective 'safety first culture.' We can create a safer workplace when everyone is able to communicate to identify hazards and risks, discuss health and safety concerns, and work

together to find solutions.

We want our team members to feel safe to raise concerns and speak up about matters impacting their health, safety and wellbeing. This includes removing themselves from work situations that they believe could cause injury or ill health, and reporting their concerns directly to their People Leader, Supervisor or Health and Safety Representative, or submitting an observation report via our WHS Management System.

Our WHS Consultative Committee, comprised of elected team members and management, meets monthly to provide input and feedback on our WHS approach.

A key part of the makeup of this Committee is our 20 volunteer Health & Safety Representatives in place across our business, who help maintain a proactive flow of information and feedback from teams to management on WHS issues.

To help raise awareness of WHS matters, we participate in National Safe Work Month each October, which gives us an opportunity to focus on our commitment to maintaining a safe and healthy workplace. This year the theme was 'Know Safety, Work Safely'.

This year's activities included weekly webinars on topics like working from home safely, Vocus priorities and projects, critical risk management and contractor management.

In FY23, other initiatives included hearing from our people and identifying areas of improvement through a number of consultations on safety and psychological safety.

CRITICAL RISK MANAGEMENT

Our Critical Risk Management Program is designed to address the risks that pose the greatest threat to human life. Eight critical risks were developed through more than 30 consultation workshops involving teams from across six business units, and bow-tie risk analysis sessions with subject matter experts. A Critical Risk Management (CRM) Framework was established to act as a blueprint for how we identify, manage and report on Critical WHS risks within our business. It identifies:

- The roles and responsibilities of team members involved in completing work where critical risks may occur;
- Critical Controls – mandatory controls that must be implemented for each Critical Risk;
- Critical Risk Management training requirements and resources. All CRM training material is available to all workers and includes information to help them understand why critical risks matter, with information and resources to apply when using the CRM Framework; and
- Assurance and performance reporting.

Our critical WHS risks



OPERATIONAL MANAGEMENT

We aim to continually reinforce our commitment to safety through embedding our strategy into our day-to-day operations. Supporting our leadership and critical risk management, we enable our field team members to identify and resolve safety issues on the ground and to support our teams’ wellbeing needs.

As our operational team often works remotely for extended periods, this year we launched updated Journey Management Planning software to provide additional operational support aligned to a number of our critical risks. In FY23, we also completed our ISO 45001 certification for our Strategic Projects and Fibre Operations teams with no minor or major non-conformances identified.

ORGANISATIONAL LEARNING AND CAPABILITY DEVELOPMENT

All Vocus team members are required to complete WHS awareness training as part of our onboarding process, and annual, or biannual refresher training depending on their role. In FY23, 1,445 people across our business completed WHS training, representing almost 90% of our workforce in the reporting period.

In addition to formal WHS training, we provide informal avenues including monthly newsletters and a monthly review of safety audits including all business units.

CONTRACTOR ENGAGEMENT

We have a robust system for establishing safety and compliance standards with our contractors at Vocus, promoting a culture of transparency, safety accountability and continuous improvement. All contractors, along with their workers and subcontractors, are required to complete online WHS induction training, and update this on an annual basis.

In FY22, we published our supplier code of conduct, which further clarifies our WHS expectations of our contractors. We audit our contractors monthly to monitor their conformance to our expectations and WHS performance. We continued to increase our contractor audits though expansion of our internal audit teams and the introduction of external audits, completing 535, with an average pass rate of 98.8 per cent. In addition, we increased our volume of contractor engagement sessions to increase our points of contact and address performance and questions as they arise.

WHS PERFORMANCE

Monitoring our WHS performance is a foundational component of our WHS management system. Regular workplace inspections and management system audits are undertaken in line with our WHS Procedures.

Where preventative or corrective actions are identified, a responsible party and due date is assigned for follow up and resolution. This year we saw a 354 per cent increase in the number of

preventative or corrective actions recorded, which is indicative of our prioritisation of WHS across our business, and a reflection of our drive to maintain a safety first culture at Vocus.

Pleasingly, our workforce experienced less lost time and recordable incidents in FY23, as compared to prior years.

There were no employee or contractor fatalities during the reporting period.

WHS Metrics¹

	FY19	FY20	FY21	FY22	FY23
Total hours worked	2,495,817	2,400,419	2,336,388	2,233,420	2,333,506
Preventative/Corrective actions raised	84	153	111	205	931
Total Recordable Injury Frequency Rate (TRIFR) - 5 year rolling average	4.35	3.77	3.28	2.75	1.94
Total Recordable Injury Frequency Rate (TRIFR)	3.21	1.25	2.57	2.24	0.43
Lost Time Injury Frequency Rate (LTIFR)	1.20	0.42	0.43	0.89 ²	0

Notes

- 1. Data above does not include third-party contractors
- 2. Increase in LTIFR driven by increase in Lost Time Injuries from one in FY21, to two in FY22.

Contractor WHS audits

	FY21	FY22	FY23
Number of audits	214	361	535
Pass rate	98.3	98.7	99.8

RAISING CONCERNS

Our Equal Employment Opportunity and Anti-Discrimination Policy, Bullying and Harassment Policy, and Employee Code of Conduct establish the principles by which we operate and our expected standards of behaviour.

In line with these policies, we ensure our team members have access to a range of channels, both formal and informal, for raising issues that concern them.

Throughout the reporting period we received three formal complaints from Vocus team members. Complaints are internally investigated by a senior member of the People and Culture team or, if required, by an external investigator. Of the three complaints, one case of harassment was substantiated and Vocus took disciplinary action in the form of termination of employment.

For more information, see the **Grievances and Whistleblowing** section of this report.

SUPPORTING OUR TEAM IN TIMES OF CHANGE

In the event of an operational change impacting our team members, we provide reasonable notice of any change.

We also keep our broader workforce informed of material changes occurring within the business through internal communications, information sessions and ongoing engagement with their people leaders.

Where appropriate, we offer outplacement counselling to those impacted, and the option to apply for other vacant roles within the business, in some instances including the payment of a relocation allowance.

We also offer confidential support through our Employee Assistance Program. In accordance with local employment law, all team members enjoy the right to freedom of association and collective bargaining.

The number of team members who are subject to a collective agreement at Vocus is not material.



Community connections

At Vocus we are committed to building critical connections with and within the communities where we operate.

We have a long history of getting involved, giving back and making a difference in our areas of operation.

With networks spanning over 25,000 kilometres, providing digital access is our core business, and we are committed to leveraging our geographic reach and expertise to support communities through the transition to a digital future.



Enabling better possibilities in our communities

Our approach

We focus our community investment in the areas where we are well positioned to make a difference, based on our strategic priorities, geographic reach, resources and expertise.

As a telecommunications company with operations right across Australia, including in rural, remote and First Nations communities, we are committed to building critical connections and enabling better possibilities through our community investment strategy. To achieve this, our approach is centred around two key themes:

Community connections: Partnering to strengthen digital and social connectivity within rural, remote and First Nations communities.

Tech industry inclusion: Helping to broaden the diversity of the ICT sector, by connecting under-represented groups to opportunities for skill-building, networking and employment.

Our progress

In FY23, we developed formal Community Investment Guidelines to drive alignment across our investments as a first step towards embedding a longer-term partnership model for community investment. The aim of our approach and guidelines is to ensure appropriate governance of our investment decisions across Vocus, as well as to maximise our impact in the areas of greatest relevance to our business and stakeholders – these are areas where we know our subject matter expertise and existing relationships can elevate our partners and the impact they create.

Our Community Investment Guidelines include five key principles that will form the basis of our Community Investment Partnership Strategy, which will be developed in FY24.

OUR COMMUNITY INVESTMENT GUIDELINES



Strategic

Our investments will look beyond financial resources and consider how to make best use of company assets, resources, expertise, advocacy, and relationships to benefit local communities.



Aligned

Our investments will align to the strategic issues of the business and the priorities of local communities, civil society, and government.



Multi-stakeholder driven

Our investments will place Vocus as a partner in multi-stakeholder processes and programs.



Sustainable

Our investments will support capacity building and organisational development to enable local communities, institutions, and partners to take progressively greater roles and responsibilities.



Measurable

Our investments will deliver a measurable social impact.

COMMUNITY CONNECTIONS

This year we worked with our customers, community partners and industry peers to further strengthen digital and social connectivity within the rural, remote and First Nations communities where we operate.

First Nations connections

We recognise the importance of partnering with First Nations communities to foster economic development, cultural preservation, and social empowerment, and continue to collaborate with First Nations people and communities by providing services, connectivity, and support.

We are a major sponsor of the Tiwi Bombers Football Club and are proud of our long-term partnership. Football has a deeply entrenched and entwined relationship with the Tiwi cultural landscape and this year we were delighted to see the club return to the Northern Territory Football League.

Beyond football, the club continues to use their position and national profile to reinvest in the positive growth of the greater Tiwi community, supporting important and significant change while tackling issues like youth suicide and alcohol abuse, improve health and education outcomes, and reduce unemployment.

Our sponsorship agreement with the Tiwi Bombers follows the completion of a submarine fibre cable from Darwin to the Tiwi Islands, which has delivered a massive boost to connectivity for Tiwi Islands' residents, businesses, and local government.

Darwin-Jakarta-Singapore Cable

In May 2023, we connected a new \$100m submarine fibre cable that will position Darwin as a key digital hub for the Asia Pacific region. The 1,000km cable links Vocus' existing Australia Singapore Cable (ASC), which runs from Perth to Singapore with the existing North-West Cable System, which runs from Darwin to Port Hedland. Combined, they form the new Darwin-Jakarta-Singapore Cable (DJSC) system, stretching 7,700 kilometres between Darwin and Singapore, opening up low-latency connectivity into Asia for Australia's North, particularly resources operators in the Pilbara.

The system unlocks Darwin as a major new data hub for the Asia Pacific and establishes both Darwin and Port Hedland as new entry points for new jobs in the Northern Territory. international data into Australia, providing greater resilience and redundancy to ensure international internet connectivity.

The cable was backed by the Northern Territory Government as part of the overall Terabit Territory strategy, underpinning its ambition for the Territory to become a data centre hotspot for South-East Asia. As part of the 'Terabit Territory' upgrade, Vocus delivered a 25-times increase in capacity into Darwin, opening opportunities for growth and new jobs in the Northern Territory.

Tech industry inclusion

In line with our commitment to help broaden the diversity of the ICT sector, we undertook initiatives this year that were aimed at connecting under-represented groups to opportunities for skill-building, networking and employment.

Supporting the Humpty Dumpty Foundation



In May 2023, we supported the Humpty Dumpty Foundation by sponsoring a Vocus teams of runners and walkers in the annual Humpty Dumpty Balmoral Burn charity event.

The Humpty Dumpty Foundation is a dedicated and compassionate children's charity, working to provide hospitals across Australia with essential and life-saving medical equipment for sick and injured children.

Supporting the next generation to build skills for the future

Each year we provide two scholarships worth \$5,000 each, to support students enrolled in IT subjects at Charles Darwin University in the Northern Territory. The scholarship is intended to alleviate financial stress by covering recipients' course fees and materials, so that they have the time and freedom to focus on their studies.

No Woman Left Behind Conference

We aim to inspire and elevate women in our communities and within Vocus in a number of ways – including through mentorships, speaking opportunities, and creating spaces to connect, share experiences and gain insights from others. In keeping with this aim, we continued to sponsor the No Woman Left Behind conference for the fourth year in a row. The theme for the conferences was 'Leadership in Action', and we were pleased to also be able to sponsor four women from the Tiwi Islands to attend the event in Darwin.

Women in Digital Awards



We were delighted to be a silver sponsor at the 2022 Women in Digital Awards in Brisbane. The Women in Digital Awards was created from the idea that 'you can't be what you can't see' and is a celebration of incredible women within the digital industries and the businesses that support them. Jodie Bryan, our Enterprise Sales Manager for Queensland, represented Vocus on the judging panel for 'Digital Transformation Leader of the Year' award.

SUPPORTING OUR PEOPLE TO GIVE BACK

We offer all permanent Vocus team members two paid volunteering leave days each year. Using these days, our team has made significant contributions volunteering to support a number of charities this year across Australia. Our team members also roll-up their sleeves to support the Australian Red Cross Lifeblood Service through regular blood donations.

We offer workplace giving via payroll, through which team members can make regular charitable donations to the Telco Together Foundation (TTF). Sixty-five of our people participated in our workplace giving program in FY23, and together they donated around \$8,500 to TTF's Small Change Big Change program.

Telco Together Foundation

Vocus has had a long-standing involvement with the Telco Together Foundation (TTF). TTF's aim is to bring together the telecommunications industry to collectively address key social challenges, in an increasingly connected world.

TTF relies on the skills and expertise of its Board of Directors and Advisory Board to guide its strategic direction. Vocus' Head of ESG is a member of the TTF Advisory Board, and, as a business, we are an active member of the TTF Industry Impact Hub. The hub brings together key players from across the telecommunications industry to address social issues confronting our communities. Subject-matter experts from across Vocus are involved in TTF's two Industry Impact Hub working groups, which are currently focused on developing an industry approach to addressing the issues of Modern Slavery and Domestic and Family Violence.

Small Change Big Change

What began as a small fundraising pilot with our Commander customers has now led to Telco Together Foundation's most successful fundraising initiative. Small Change Big Change empowers hundreds of thousands of telco customers by giving them the choice of adding a small donation to their bill every month. Vocus has participated in Small Change Big Change since its inception eight years ago contributing over \$600,000 and this year facilitated donations of more than \$40,000 to the program.

These funds help build resilient young Australians by supporting a wide range of community programs designed to promote good mental health, a strong sense of identity and connections beyond connectivity.

Community engagement

Our approach

We work to maintain strong and enduring relationships with the communities where we operate.

Engaging with local communities to understand their perspectives and respond to their needs and concerns is a critical aspect of our planning process for all major projects. Having committed one billion dollars over the next five years to deliver on major projects across Australia and the Asia Pacific, we recognise the importance of proactively maintaining our social licence to operate. We therefore look to partner closely with local community groups, Native Title owners, government authorities and businesses in the areas where we build, operate and maintain infrastructure. Our community engagement approach is based on the principles of transparency, accountability, and integrity, as well as respect for the cultures, values, and beliefs of the communities we engage with, in keeping with our Indigenous Engagement Policy.

We prioritise our engagement and collaboration with rural, remote and First Nations communities in the operation of our projects and network. We did not receive any community complaints in relation to our major projects or broader operations in FY23.

Our progress

INDIGENOUS ENGAGEMENT

One of our major projects, Project Horizon, will involve the installation of fibre infrastructure and Controlled Environment Vaults (CEVs) across an expansive area spanning from Geraldton through to Port Hedland.

As part of our design process, we conducted a survey to identify the impacted parties such as local Native Title holders and registered claimants, Native Title registered body corporates, pastoral lessees, private landowners, fishing associations and research groups,

regulatory agencies, and a number of relevant local, state and Commonwealth government departments and authorities.

Our surveys identified construction plans may directly impact the lands of thirteen Native Title holders as well as additional Traditional Owner groups in the region.

A representative body for each Native Title holder has been engaged to collaborate on Cultural Heritage surveys (ethnographic and archaeological); identify a preferred relationship or agreement; communicate the scope of the project and request feedback on concerns; and ultimately define a working relationship going forward to ensure Vocus respects the lands it operates on. We will continually engage with all impacted parties throughout the planning and build phases of this project, through active monitoring, a Finds Management Plan, a Cultural Heritage Management Plan, and other activities to be defined through ongoing engagement.

DISASTER RELIEF CONNECTIVITY

This year, in partnership with NSW Telco Authority, we unveiled a new way of providing critical 4G/5G mobile connectivity in emergencies and natural disasters with a mobile base station mounted to a drone. Using high-speed low-earth orbit satellite connectivity from Vocus Satellite – Starlink, the Australian-made drone acts as a mobile tower in the sky, providing connectivity across a wide coverage area, while being able to fly for an indefinite period due to ground-based power supply.

The solution was designed by Challenge Networks, a Vocus company specialising in building private 4G/5G networks. Emergency Services Organisations had the opportunity to test the solution during a demonstration at a NSW Rural Fire Service base, led by the NSW Telco Authority's Next Generation Digital Connection Initiative.



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