



National Broadband Ireland



Rialtas  
na hÉireann  
Government  
of Ireland

Tionscadal Éireann  
Project Ireland  
2040

# Annual Sustainability Report

Delivering today, protecting tomorrow.



# Contents

## — Building A Limitless Ireland .....04

NBI At A Glance.....	06
The National Broadband Plan .....	07
Message From The CEOs.....	08

## — Our Approach To Sustainability..... 10

Our Approach .....	12
Double Materiality Assessment .....	12
Environmental .....	13
Social .....	13
Governance.....	14
Alignment With The United Nation Sustainable Development Goals .....	14
Key ESG Commitments & Goals.....	15

## — Environmental.....16

Environmental Management Systems .....	18
Climate Change .....	18
Climate Targets .....	19
Scope 1 + Scope 2 Emissions CO <sub>2</sub> e.....	20
Decarbonisation.....	22

## — Social .....24

Safeguarding Our People .....	26
Creating Our Culture.....	26
Developing Our People .....	26
Leadership Development Programme .....	27
Delivering Our Engagement Programme.....	28
Raising The Bar on Health & Safety.....	34
Actioning Feedback - Our Colleague Engagement Survey.....	36

### Bridging the Digital Divide - Connecting our Communities .....

Demonstrating Social Responsibility .....	36
Supporting Our Communities.....	36
The Community Fund.....	37
Skills Share.....	37

### Supporting our Communities in Other Ways ...

SVP, Kerry .....	38
SVP, Tallaght .....	38
The Ray Community Centre.....	38
Kildare GAA Sponsorship .....	38

## — Governance .....40

NBP Project Oversight .....	42
Corporate Governance .....	43
The Corporate Governance Principles.....	44
Stakeholder Engagement.....	45
ComReg.....	46
Governance Around Change Management.....	46

# Building a limitless Ireland

National Broadband Ireland was established by Granahan McCourt in 2019. Having partnered with governments, corporations and communities for over 30 years, connecting people through leading broadband infrastructure, Granahan McCourt had the expertise and experience to create a company that could fulfil the Irish government's ambitious and much-needed National Broadband Plan (NBP).

National Broadband Ireland has brought together world-class experts in telecommunications and has partnered with leading companies including KN Group, Secto, Gaeltec and Actavo, in order to roll out the National Broadband Plan and manage the network for 25 years.



## NBI At A Glance

Due to the scale of the rollout, NBI is broken up into two smaller companies, each of which manages a different part of the roll out.



### **NBI Infrastructure,**

which is the party to the NBP Project Agreement with the Irish Minister for the Environment, Climate and Communications and is therefore the entity primarily responsible for the overall NBP



### **NBI Deployment,**

which is the party to a subcontract with NBI Infrastructure under which it is responsible for the design and build of the national broadband network.



## The National Broadband Plan

The National Broadband Plan (NBP) is the Irish government's initiative to deliver high-speed fibre broadband to all premises across rural Ireland. It is the largest ever telecommunications project undertaken by the Irish State and recognised as one of the biggest and most ambitious telecoms infrastructure projects of its kind globally.



1.5  
million  
poles

15,000km  
of underground  
ducts



100,000km  
of the road  
network  
followed



1.1  
million  
people to be  
connected



142,000km  
of fibre cable



564,000+  
premises passed



Peter Hendrick,  
CEO National Broadband Ireland,  
Infrastructure

In 2019, NBI won the bid to deliver the National Broadband Plan. One of the most ambitious telecoms projects in the world, this once-in-a-generation infrastructure project, is one of the biggest investments ever to be made in rural Ireland.

From day one we knew that bringing high-speed fibre broadband infrastructure to rural Ireland would not only give homes, farms, schools and businesses access to more reliable internet, we also knew that these connections could rejuvenate villages, connect families and enable the entrepreneurial vision of communities everywhere. For NBI, this means we are leveraging our business policy expertise, data and national presence to help drive inclusive economic growth, expand access to opportunity, accelerate sustainability and climate solutions, and bridge the divide between rural and urban Ireland.

Since our establishment, we have recognised the potential for environmental, social and governance risks, and we work to identify and manage them, just as we manage risk in all areas of our business. Equally important, we believe companies like ours have an obligation to put their businesses to work for all of their stakeholders and shareholders. For example, NBI aims to develop first steps on the road to net-zero and having achieved ISO 50001 (which focuses exclusively on energy), we are focused on ongoing and sustained improvements in energy efficiency as well as reductions in greenhouse gas emissions.





TJ Malone,  
CEO National Broadband Ireland,  
Deployment

This NBP is radically changing the broadband landscape across the country by ensuring that every farm, school, business and home has access to high-speed broadband, no matter where they are located.

Once the rollout is fully completed, all parts of Ireland will have access to a modern and reliable broadband network, capable of supporting the communications, information, education and entertainment requirements of current and future generations. Our aim is to empower every individual, community and organisation with equal access to local and global opportunities.

On an ongoing basis, NBI manages a broad range of ESG topics across our business and operations. We assess and identify new or emerging ESG issues and matters that may have an impact on, or be impacted by, our business. We also monitor ESG trends and policy developments, disclosure standards and industry best practices. Specifically, having embedded ISO 45001 in our organisation, NBI is driving higher H&S standards across the delivery of the NBP by ensuring our build contractors are all accredited to the same ISO standard.

*TJ Malone*

# Our Approach To Sustainability

At NBI, our approach to Sustainability is a roadmap for a future where our business thrives alongside the well-being of our planet and the betterment of society. We're not just connecting people; we're connecting purpose, prosperity, and progress.

The consideration of Environmental, Social, and Governance (ESG) factors is critical to the success of businesses across all sectors, including telecommunications. Stakeholders and regulators are demanding that companies consider how their business impacts the world, how they are contributing to society and how they conduct themselves in their dealings with their employees, partners and competitors.

Our approach to ESG reflects our unwavering commitment to not only excel in the telecommunications industry but also to make a positive impact on the communities we serve. We are guided by the understanding that business success goes hand-in-hand with the promotion of environmental preservation, social responsibility, and ethical governance.

Therefore, the goal of ESG at NBI is to capture all the non-financial risks and opportunities inherent to NBI's day-to-day activities. This data helps NBI effectively manage its impact on society and the environment, allowing for alignment to our long-term sustainability targets and Net-Zero commitment.





## Our Approach

At NBI, we recognise that our success is inherently tied to our responsibility towards Environmental, Social, and Governance factors. Our ESG approach is guided by a comprehensive materiality assessment that allows us to focus our efforts on the issues that matter most to our stakeholders and have the greatest potential for positive impact. Through this approach, we strive to create a sustainable and resilient future for all.

At NBI we frequently assess sustainability concerns and we actively engage with stakeholders to pinpoint potential challenges and prospects. This ongoing dialogue helps us to continually enhance and tailor our sustainability strategy, providing clarity on areas of focus.

## Double Materiality Assessment

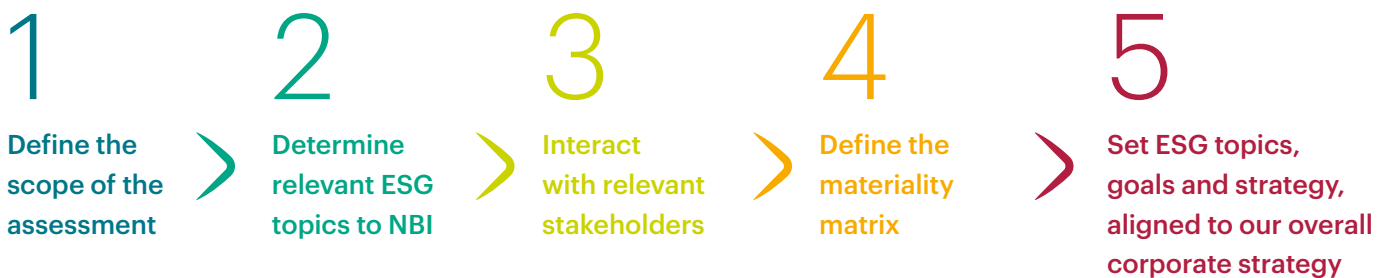
In our approach, we have conducted a materiality assessment, which allowed us to better understand the various sustainability material topics and issues. For 2024, we will carry out double materiality assessment, following the guidelines of the Corporate Sustainability Reporting Directive (CSRD) and European Financial Reporting Advisory Group (EFRAG). The CSRD provides insight into which parameters should be taken into account in assessing impact materiality.



an actual or potential adverse impact is to be considered principal where it measures among the greatest impacts connected with the undertaking's activities based on: the gravity of the impact on people or the environment; the number of individuals that are or could be affected, or the scale of damage to the environment; and the ease with which the harm could be remediated, restoring the environment or affected people to their prior state".

European Financial Reporting Advisory Group

Our evaluation encompasses a wide range of economic, environmental, social, and governance matters. Once we've established our objectives and goals, we identify essential key performance indicators (KPIs) in order to gauge our progress effectively. Throughout this process, our alignment with the United Nations (UN) Sustainable Development Goals (SDGs) remains steadfast, ensuring our actions contribute to these global sustainability targets. Below are the steps NBI take to conduct materiality assessment:



## Environmental

We address key environmental challenges by investing in initiatives that align with our materiality assessment. These include reducing our carbon footprint and promoting the circular economy. By setting short and long-term targets, and adopting renewable energy sources, we aim to contribute to a healthier planet. Our Environmental focus areas are:

- Transitioning to Carbon Neutrality
- Road to Net Zero

## Social

Our materiality assessment highlights the importance of community engagement, diversity, and human rights. We strive to empower the communities where we operate through targeted social programmes, education initiatives, and skills development projects. Our commitment to diversity and inclusion ensures that our workforce is representative and reflective of the societies we serve. Our Social focus areas are:

- Digital Inclusion
- Health & Safety
- Diversity
- Colleague Engagement
- Community Engagement

## Governance

Strong governance is the backbone of our ESG approach. We uphold the highest standards of ethical conduct, transparency, and accountability. Our board oversees our ESG strategy, ensuring alignment with our values and the interests of all stakeholders. By maintaining an ethical corporate culture, we foster trust and confidence in our operations. Our Governance focus areas are:

- **Corporate Governance**
- **Risk Management**
- **Enhancing ESG Governance**
- **Security & Data**
- **Ethics**

In addition to the focus areas outlined above, at NBI, we are committed to leveraging technology to develop solutions that not only enhance our business operations but also contribute to our ESG goals.

As part of our approach, we are committed to continually reviewing our materiality assessment to ensure that our efforts remain aligned with evolving stakeholder expectations and global sustainability trends. This commitment to continuous improvement enables us to adapt and innovate in the face of emerging challenges.

Through collaboration, innovation, and a steadfast commitment to addressing material ESG issues, we strive to drive positive change for our company, stakeholders, and the world around us.

## Alignment with the United Nations Sustainable Development Goals

In a world marked by unprecedented global challenges, the United Nations Sustainable Development Goals (UN SDGs) have emerged as a beacon of hope, guiding our collective efforts toward a more sustainable and equitable future. As we navigate the complex terrain of environmental and social responsibility, this Sustainability Report serves as a testament to NBI's unwavering commitment to aligning our actions with the broader objectives outlined in the SDGs.












Specifically, our focus is on SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 13 (Climate Action).

The United Nations SDGs represent an ambitious blueprint for a world that is more just, inclusive, and environmentally conscious. These goals address a wide range of challenges, from poverty eradication and gender equality to responsible consumption and climate action. By acknowledging our interconnectedness with the global community, we recognise the profound impact that our decisions and actions can have on the achievement of these global targets.

In this report, we will explore how our organisational goals, strategies, and initiatives align with the key UN SDGs mentioned earlier. We will delve into the specific actions we have taken to contribute to gender equality, promote decent work and economic growth, advance innovation and infrastructure, and combat climate change. Moreover, we will highlight the progress we have made and the challenges we have faced in our ongoing pursuit of these vital objectives.

Our commitment to these UN SDGs is not merely a corporate responsibility; it is a reflection of our belief in the power of collaboration and shared responsibility. We understand that the achievement of these global goals requires the collective effort of governments, businesses, civil society, and individuals. By aligning our goals with the UN SDGs, we strive to be an active participant in the global movement toward a more sustainable and inclusive future.

	Commitment	ESG Goals	Contributing to UN SDGs
Environmental	Act on climate change by being carbon neutral by <b>2035</b> .	Be carbon neutral for our own direct operations by 2030. Be carbon neutral across our supply chain by 2035.	
	Become a Net Zero business by <b>2050</b> .	We pledge to becoming a net zero business ahead of 2050. Maintain ISO 50001 (Energy Management) certification.	
Social	Connect 564,000+ homes, farms, schools and businesses.	Create direct and indirect employment. By providing broadband in rural Ireland where there is poor/no broadband, we benefit local businesses, schools and community groups. Connect 1.1M people to high-speed broadband, empowering communities and business for economic growth.	 
	Support digital inclusion in our communities.	Have our broadband network available 99.9% of the time.	
	Invest in our talent and enhance a diverse, inclusive and hybrid work environment.	Continue to actively engage in a range of activities to promote and develop our diverse workforce, including gender, nationality, age, educational background, social background and sexual identity. Through NBI's colleague and community engagement programme, continue to invest in our talent and enhance a diverse, inclusive and hybrid work environment.	 
	Continue to maintain our health and safety metrics and empower our contractors to do the same.	Having embedded ISO 45001 and ISO 14001 in our organisation, NBI is driving higher H&S standards across the delivery of the NBP by ensuring our build contractors are all accredited to the same ISO standard.	
	Community engagement.	Address the rural digital divide with monthly grants to empower local groups to enhance their digital strategy.	
	Governance	Foster diverse and accountable governance.	Maintain best-in-class corporate governance.
Maintain strong data governance.		Continue to actively manage and maintain strong data governance.	
Maintain high ethical standards at all times.		Ensure that 100% of employees are trained and signed up to NBI's Code of Conduct.	


# Environmental

In an era defined by unprecedented environmental challenges, our commitment to sustainability has never been more crucial. This section of our sustainability report delves into the heart of our environmental initiatives, highlighting the strides we have made toward minimising our ecological footprint and promoting a healthier planet.






Net Zero by  
2050 

Carbon Neutrally by  
2035 

Scope 1:  
185 tCO<sub>2</sub>e 

Scope 2:  
0 tCO<sub>2</sub>e

 51  
Fleet cars

 100%  
Renewable  
energy for  
all NBI sites

390 tCO<sub>2</sub>e  
emissions  
avoided 

ISO 50001  
Certified 

## Environmental Management Systems

As the global community grapples with the consequences of climate change, biodiversity loss, and resource depletion, organisations like ours bear a profound responsibility. We recognise that the world's ecosystems are intricately interconnected, and our actions reverberate through the environment, impacting both present and future generations.

In this section, we focus on key areas such as carbon emissions reduction, as well as Scope 1 and Scope 2 reporting. We will share the progress we've achieved over the past year and outline our ambitious goals for the future.

Our commitment to sustainability extends beyond mere compliance with regulations; it is woven into the very fabric of our corporate identity. We understand that safeguarding the environment is not just a moral obligation but also a strategic imperative. By embracing sustainable practices, we seek to create value not only for our stakeholders but for the planet as a whole.

Our journey towards sustainability is an ongoing one, and as we continue to innovate and adapt, we remain dedicated to playing our part in building a more sustainable and resilient world. At NBI we firmly believe that together, we can make a difference and forge a brighter, more sustainable future.

## Climate Change

Climate change, driven primarily by human activities, poses grave threats to ecosystems, economies, and societies worldwide. Rising global temperatures, extreme weather events, sea-level rise, and the disruption of natural systems are just a few of the profound consequences of our carbon-intensive lifestyles. Recognising this imminent threat, we have set forth a comprehensive climate action plan with well-defined targets to drive positive change within our organisation and beyond, encompassing all scopes of emissions.

In this climate section of the report, we will delve into our climate targets across Scope 1 and Scope 2 emissions. We will highlight our strategies to reduce greenhouse gas emissions originating from our direct operations (Scope 1), increase energy efficiency in our electricity and heat consumption (Scope 2), and address emissions along our value chain, including suppliers, customers, and product life-cycle (Scope 3).

Our climate targets are not mere aspirations; they represent our strong commitment with the Paris Agreement's goals, limiting global warming to a maximum of 1.5°C above pre-industrial levels. By outlining our objectives, progress, and challenges in each scope, we hope to demonstrate our dedication to a sustainable future while also inviting collaboration, innovation, and dialogue to collectively address one of the most pressing issues of our time.

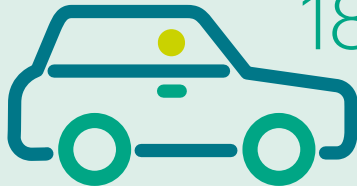
Through transparent reporting and accountability, we aim to inspire not only our stakeholders but also the broader community to join us on this journey towards a sustainable and climate-resilient future, one that transcends the boundaries of our organisation and encompasses the broader impact of our actions across Scope 3 emissions.

Together, we can turn the tide on climate change and foster a world where the delicate balance of nature and human prosperity can coexist harmoniously. This report is a testament to our determination to make that vision a reality, across all scopes of emissions, and to pave the way for a greener, more sustainable future for generations to come.

## Climate Targets

We have established a significant greenhouse gas (GHG) emissions reduction objective. Our committed goal is to achieve a 100% reduction in GHG emissions, and thus become a Net Zero business by the year 2050, compared to a baseline year of 2023 (Scope 1 and Scope 2 emissions) and a baseline year of 2024 (Scope 3 emissions).

**Scope 1  
(Vehicles)**



185 tCO<sub>2</sub>e

**Scope 2  
(Electricity)**

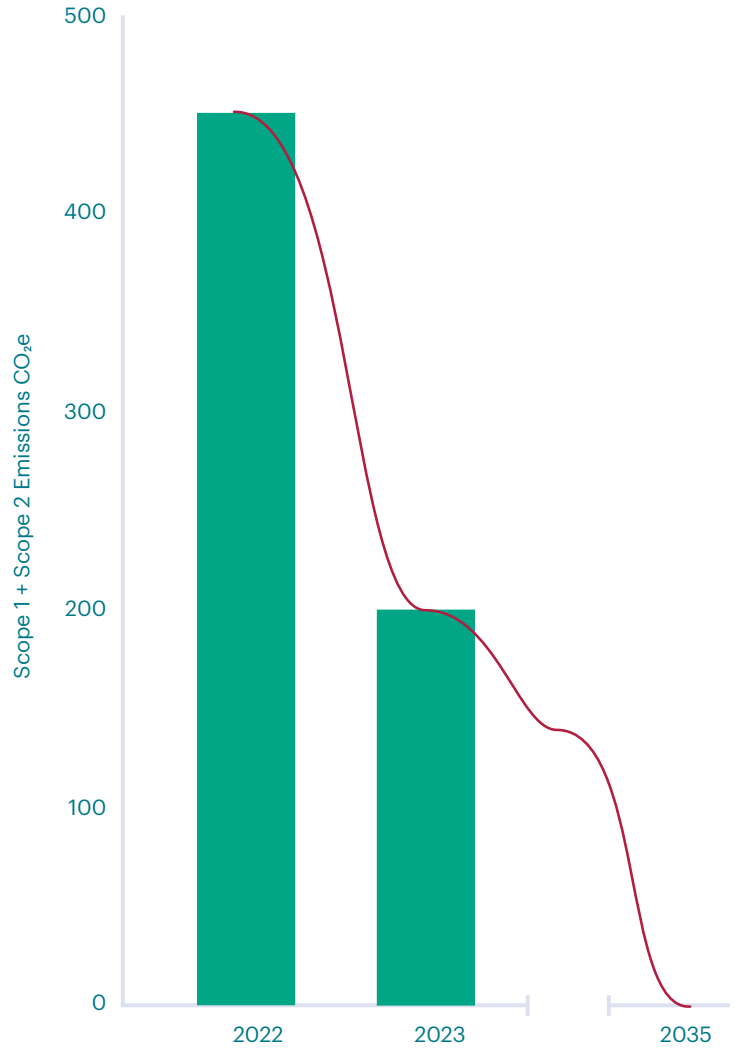


0 tCO<sub>2</sub>e

## Scope 1 + Scope 2 Emissions CO<sub>2</sub>e

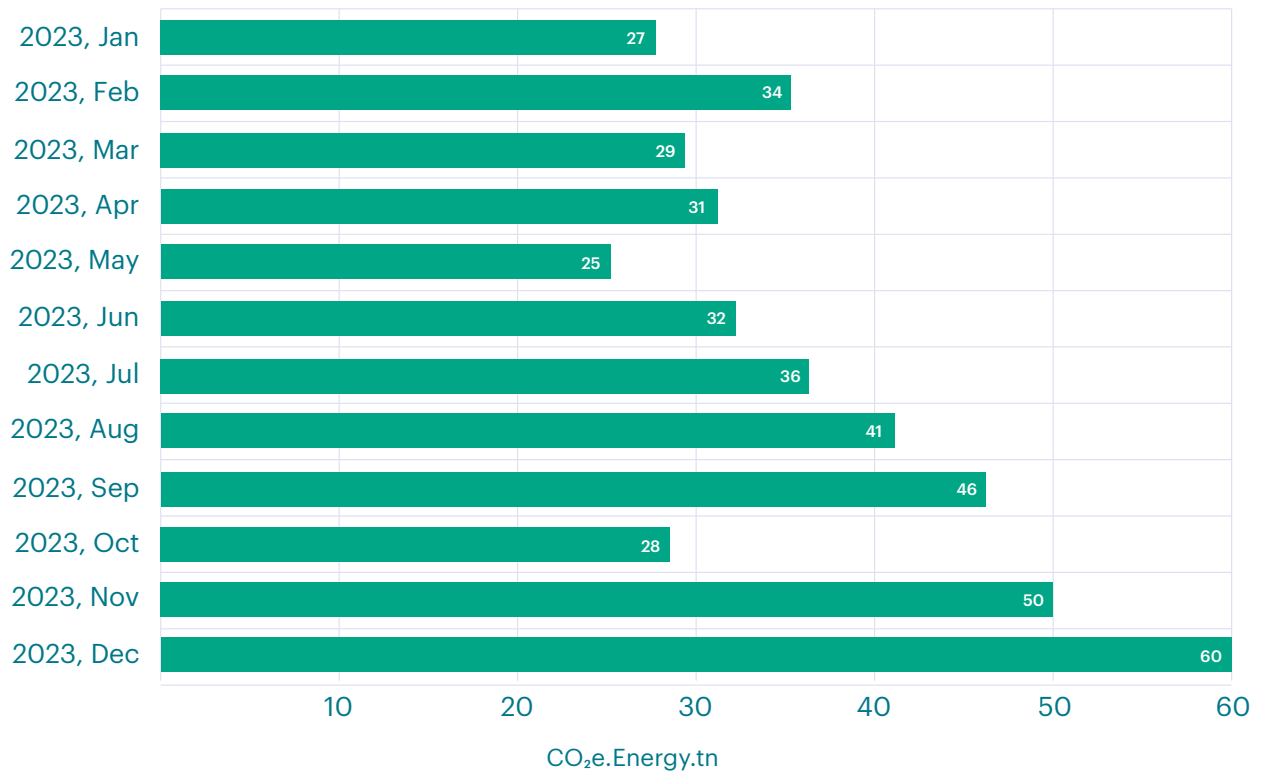
NBI's target aligns closely with the ambitious objective of limiting global warming to a maximum of 1.5°C above pre-industrial levels. In addition to our primary targets, we have established a comprehensive set of short, medium, and long-term targets that address specific aspects of our operations and value chain, all aimed at driving tangible actions to support and expedite the realisation of our Net Zero ambition – for example, sourcing 100% renewable energy to power our sites across Ireland which is eliminating an excess of 400 tonnes of CO<sub>2</sub>e emissions in 2023 alone.

In line with our ESG strategy, we are pro-actively making thoughtful and intentional choices when it comes to travel. Our significant investments in virtual and remote working technologies empower our employees to connect effortlessly from any corner of the globe, thereby promoting seamless connectivity and diminishing the environmental impact associated with travel. Furthermore, we are actively engaged in minimising the carbon footprint of our office facilities and business operations by implementing environmentally sustainable energy sources and digital innovations. NBI is dedicated to meeting stringent criteria for eco-friendly technology and environmentally responsible growth, as exemplified by our attainment of ISO 14001 environmental management certification for our office.



1,220,796 kWh  
Total electricity purchased

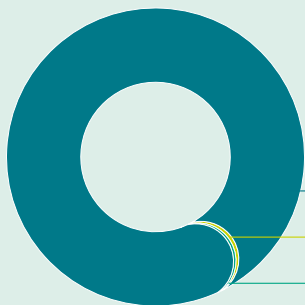
Emissions Avoided per month for Scope 2 - Market Based Method



51  
fleet cars



18  
are hybrid cars



Emitting

183 tCO<sub>2</sub>

2.31 tN<sub>2</sub>O

0.08 tCH<sub>4</sub>



## Decarbonisation

In a rapid technological advancement and an ever-expanding global digital landscape, the telecommunication industry stands at the forefront of innovation and connectivity. However, like any sector, this unparalleled growth and connectivity has likely had an environmental impact. Acknowledging both our role in driving connectivity and the imperative to address environmental challenges, NBI is embarking on a transformative journey towards sustainability.

The need to combat climate change is more pressing than ever, with scientific consensus unequivocally pointing to the escalating environmental crisis because of rising greenhouse gas emissions. Recognising our responsibility as a key player in the telecommunications sector, we are making a firm commitment to steer our operations towards Net Zero emissions by 2050.

This decarbonisation framework serves as our roadmap to navigate this complex and urgent challenge. It outlines the strategy that will permeate every facet of our operations, from our network infrastructure to our supply chain, from customer interactions to our commitment to renewable energy. It is a commitment not only to minimise our carbon footprint but also to lead by example in a rapidly evolving industry.

As we embark on this journey, we are guided by the principles of sustainability, innovation, and corporate

responsibility. Our goals extend beyond regulatory compliance and short-term fixes; they encompass a fundamental shift in our approach to doing business, one that emphasises long-term ecological sustainability and the well-being of the communities we serve.

This framework embodies our dedication to aligning our operations with the Paris Agreement's target of limiting global warming to a maximum of 1.5°C above pre-industrial levels. It recognises the interconnectedness of our actions and their consequences, not only within our organisation but throughout the global ecosystem. It reaffirms our commitment to becoming a responsible steward of the environment while continuing to deliver the cutting-edge services our customers rely on.

Below, we highlight an adaptive framework that will enable us to fulfil our Net Zero commitment by 2050. It encompasses a holistic approach to carbon reduction, focusing on energy transition, efficiency and technological innovation.

Our decarbonisation framework is aligned to that of our majority Shareholder, Asterion, and it is a declaration of our intent to lead the way in a world grappling with the climate crisis. It embodies our belief that sustainability and business excellence are not mutually exclusive, but rather, they are intrinsically linked to long-term success and growth.

### Our decarbonisation framework



1. Energy



2. Efficiency



3. Technology



4. Supply Chain



5. Mobility



6. Circular Economy



7. Waste



8. Flexibility



9. Engagement



10. Governance

# Social

Creating a working environment that is fulfilling and rewarding is of the utmost importance to us, that's why we place huge emphasis on our culture and values.







## Safeguarding Our People

### Creating Our Culture

Our culture is the manifestation of who we are as people. Underpinned by our company values, we are unapologetically committed and ambitious, collectively taking on one of the biggest and most life-changing infrastructure projects Ireland has ever seen. We are all motivated to work alongside exceptional people with shared aspirations of contributing to an environment where free-thinking and innovation are encouraged, hierarchy is out, and empowerment is very much in.

Our company values guide us in all aspects of how we operate and epitomise what we stand for. They help us to bring our vision to life, keep us focussed on our mission and ensure we achieve our shared goals.

### Developing Our People

We come from everywhere. From the four provinces of Ireland and the four corners of the world. We're a global team consisting of 22 different nationalities with a local mission: Connecting friends and families, businesses and communities across Ireland to a high-speed broadband infrastructure that will open a world of possibilities. In order to develop our people, we're focused on the following:

- **Leadership Development Programme**
- **Further Education Sponsorship**
- **Access To E-Learning**
- **Internal Vacancies**





## Leadership Development Programme

NBI offers career progression that aligns with life goals, so we are conscious to support our employees to connect the dots in their career. This process starts with identifying their strengths, interests, and aspirations through regular self-reflection and performance review conversations.

Providing colleagues with relevant training, mentoring, and coaching opportunities helps them acquire new skills and knowledge. Additionally, offering challenging assignments and projects allows employees to apply their learning and gain valuable experience. Regular feedback and career discussions help align their aspirations with organisational goals, enabling the creation of personalised development plans.

By investing in employee development and supporting their career progression, organisations can foster engagement, retention, and a motivated workforce. Working at NBI, means careers are managed in a development focused work environment, with coaching, mentoring, internal e-learning, LinkedIn Learning, as well as on the job training all available.

To this end, we have a strategy for talent management which encompasses Learning & Development, Leadership Development, Performance Management and Effectiveness – this strategy is called “Connecting the dots”.

Specifically, a Leadership Development programme was designed, developed and rolled out in 2023.

All people managers in NBI are enrolled in this 6-month blended learning programme that encompasses classroom training together with pre and post work learning activities.

The programme launched in May 2023 and is ongoing.

- **Consists of** both managers from NBI Infrastructure and NBI Deployment
- **Managers complete** pre-work and post module work which allows us to deliver the programme in a 6-month window
- **Pre work** examples include, psychometric assessments, questionnaires, peer to peer coaching and interviews
- **Post work** includes reading articles and completing LinkedIn Learning activities such as videos & podcasts.



Learning & Development



Leadership Development



Performance Management



Team Effectiveness

## Delivering Our Engagement Programme - Connected

Launched in October 2022, "Connected" is our programme, designed to engage colleagues in areas which are key for their personal and professional development during their careers at NBI.

At its heart, Connected engages our people because we believe that by doing so, we are making NBI a great place to work. It is deliberately aligned to our corporate and people strategy, as well as being intrinsically linked to our company values.

Connected ensures that we have a good balance of fun, awareness, education and workplace wellness and therefore is all about:

- **The meaningful work we do;**
- **Having pride in NBI and our work in the community;**
- **Sharing our successes;**
- **Having fun when the time is right.**

Critically, we want to ensure that future engagements have real purpose and intent – so we will be focusing on a number of key pillars.

- **Diversity & Inclusion**
- **Wellness & Social**
- **Colleague Recognition**
- **Internal Communications**

### Award-winning Programme

Despite being a relatively new initiative, NBI's Connected Programme is already an award-winner, having been recognised as "Champion Employee Engagement Strategy" at the recent Irish HR Champions Awards (April 2023).

These awards celebrate the hard work and dedication of those delivering ambitious programmes, impacting business performance and transforming employee engagement and experience.

The Connected Programme won this award due to the way it builds a people-focused culture and has been designed to include something for each and every single employee, from CSR, Wellness and Diversity & Inclusion to Colleague Recognition, as well as Internal Communications.



When we were establishing our Connected programme last year, we were very much aware that the company had already done some good things, so our challenge was to build on that and enhance what we were doing by building a core strategy that allowed us to focus on delivering activities with real intent and purpose."

**Corina Zambra, NBI's Senior Manager  
for People and Culture**



NBI designed our Connected programme to put people at the heart of our business strategy by delivering impactful and educational activities throughout the year, so it's very encouraging that our efforts to date have been recognised and rewarded by the judges. We deliberately focused on a specific number of areas, such as Diversity & Inclusion, and Wellness, so we could create a meaningful series of events that ensure colleagues feel connected as a community, reflecting the work NBI is doing to connect communities right across the country."

Daragh O'Mahony, NBI's Chief People Officer



## Diversity & Inclusion

We want everyone to have equal opportunities, so that we have the chance to learn from each other, build trust and acknowledge the individual strengths of each person and the potential they bring.

We believe that diversity and inclusion is a critical component to a thriving organisational culture, and we understand that our diverse workforce have different experiences and perspectives.

The D&I pillar of the Connected Programme seeks to educate and grow our respective knowledge about the importance of accepting that we are all different and we are all unique. We're achieving this through talks, webinars and support programmes.

For example, we have an equal opportunity and diversity policy, we deliver dignity at work training, we have an eligibility to work sponsorship programme, we marked International Women's Day with a keynote event and notably, NBI has become the first company in Ireland to complete Pride at Work training, as delivered by Dublin Pride.

## Women's Infrastructure Network

The Women's Infrastructure Network (WIN) is an inclusive global network operating in Canada, the USA, New Zealand, Australia, the UK and now Ireland – with NBI supporting its establishment.

As far as the Ireland Chapter of WIN is concerned, it's early days but the founders see it as a means to facilitate connections, networking, exchanging ideas, and helping shape the infrastructure agenda.

In other Chapters, membership represents a diverse group across the entire spectrum of participants in the infrastructure industry and include members of public agencies, equity sponsors, infrastructure and pension funds, commercial and investment banks, law firms, financial, technical and insurance advisory firms, engineering and construction firms, operations and maintenance providers.

NBI were delighted to host an event in our headquarters, with a panel discussion chaired by our Chief Marketing Officer, Tara Collins.





### Pride at Work

The Pride At Work programme created a safe space for NBI colleagues to learn, explore new ideas and ask questions without judgment. The organisation completed all of the modules, which included:

- **Getting to grips** with LBGQTQI+ terminology and understanding pronouns
- **An introduction** to Diversity, Equality, Inclusion and Belonging practice
- **Unconscious bias** awareness training
- **The Journey** of Pride, a session focusing on the history of Pride and LBGQTQI+ activism
- **How to** be an ally in the workplace as well as in everyday life
- **A workshop** on gender



Our Pride at Work programme seeks to promote diversity and inclusion in society and champion equality for all people. We work with community organisations and corporate partners like NBI to ensure that Pride is not just for one weekend, it's a year-round commitment to supporting LBGQTQI+ people and embedding DEIB training in society, including in company cultures. We are delighted that NBI is the first company to complete our Pride at Work training and commend their dedication to ensuring all their staff have the benefit of an inclusive and supportive workplace."

Jed Dowling, Dublin Pride Festival's Director



The Pride at Work training has created a safe space for colleagues to learn, explore new ideas and ask questions without judgement. The levels of engagement have been really positive, and the education sessions have raised awareness, promoted diversity and inclusion, as well as supported our LGBTQI+ community at NBI. Importantly, while the training has now been completed, our commitment to providing meaningful support to all of our colleagues in a diverse, inclusive workplace continues each and every day.”

Daragh O’Mahony, NBI’s Chief People Officer

### Wellness & Social

The Wellness and Social aspect of NBI’s Connected Programme is about building a culture of workplace wellbeing and social interaction among peers. We recognise that it is important that we look out for ourselves and others at NBI.

Our Wellness Programme encourages healthier lifestyle choices, as well as making sure we have opportunities to have fun along the way. We encourage physical activity and mental health awareness which improves overall health and wellbeing both personally and while at work.



### Eat Well To Live Well Nutrition Programme

In May 2023, NBI's Connected Programme hosted a three-week nutrition programme. The programme was delivered by Food Choice, a team of registered nutritionists who design evidence-based nutritional programmes for employees.

Once the programme was completed, all videos and resources were posted internally, so all colleagues could access the materials at any time that was convenient for them.

### Mental Health Awareness

The Connected Programme was launched on World Mental Health Day 2022. On the day, two of the guest speakers talked about mental health and different ways to work on improving your mental health, particularly the effects of physical activity.

Brian Pennie is pursuing his PHD in Neuroscience. He showed us scans of 'normal' brains and scans of the brains of a person suffering with depression. He was able to explain to us the chemical reaction that occurs in your brain when you exercise and how this directly affects your mood. Brian's presentation showed us the science behind how exercise really does uplift us.

As an ex-football player, Bernard Brogan spoke about the dynamics of team sport and how he would be feeling low and de-motivated but once he started running around the pitch, he would almost instantly feel better and after training he would be much happier. While it was not the focus of his presentation, Bernard acted as the proof for Brian's more scientific presentation. He spoke about how no matter what was going on in his life, sport was a constant and was always the most effective way to cheer himself up.

### Colleague Recognition

We value our colleagues, and we want our staff to want to work here more than anywhere else. At NBI we realise the importance of recognition at work, therefore, we acknowledge and celebrate individual and team success regularly and we will continue to put recognition at the forefront of our Connected programme.

We know how important it is to give great feedback and that's why we have peer to peer, manager and team recognition awards each quarter, with the winners being announced at our regular "All Hands" or townhall style events.

### Internal Communications

Internal communication keeps people informed and creates opportunities to listen. It is responsible for effective information flow and collaboration among people and teams at all levels throughout the businesses resulting in clarity of purpose, strengthened relationships, and a positive working environment.

In terms of strategic alignment and the delivery of our operational plans, we believe that when we are all well informed, there is genuine understanding and real clarity of purpose. Therefore, at NBI, we are open, honest and transparent in the ways we communicate.

We use an array of tactics, including a company intranet, "All Hands" events, other in-person get-togethers, as well as bi-weekly ezines to share information.



## **Raising The Bar on Health & Safety**

At NBI, our commitment to health and safety has always been a cornerstone of our sustainability efforts. We understand that a healthy and safe workplace not only safeguards our employees but also plays a pivotal role in our broader sustainability goals. In this section, we underline our efforts to raise the bar on health and safety, reduce Lost Time Injuries (LTIs), and maintain our ISO certifications.

### **Health and Safety Initiatives**

We are committed to continuous improvement in health and safety. In the past year, we have actively promoted a culture of safety across the organisation. This includes regular safety training, updates to safety protocols, and fostering a sense of shared responsibility among all employees. In addition, Health & Safety is the first agenda item in our Senior Management Team (SMT) Meetings, and all H&S related incidents are reported to the SMT and openly discussed.

### **Lost Time Injuries**

Maintaining and reducing LTIs is a top priority for us. We firmly believe that every LTI is preventable. Along with focusing on the amount of individual Lost Time Injuries that occur, we also examine the number of incidents against the volume of work that we carry out (hours of work completed) to create a measurable baseline. Over the past year, we are proud to report an 18% reduction in our LTI rate compared to the previous year, thanks to our proactive measures.

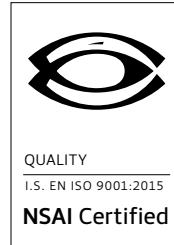
We have also implemented robust incident reporting mechanisms, conducted thorough investigations, and acted on the findings to prevent future incidents. LTI rates for contractors working on behalf of NBI forms an integral part of their ongoing performance evaluation along with future tender applications.

## ISO Certifications

Our commitment to health and safety is underscored by our adherence to international standards. We maintain our ISO certifications diligently, ensuring that our health and safety practices meet or exceed these standards.



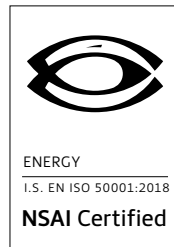
- **ISO 45001** (Occupational Health and Safety Management System): We continue to hold our ISO 45001 certification. This standard underscores our commitment to managing risks, promoting a safe work environment, and protecting the well-being of our employees.



- **ISO 9001** (Quality Management System): Quality management and safety often go hand in hand. Our ISO 9001 certification emphasises our commitment to maintaining high-quality standards, which naturally extend to safety practices.



- **ISO 14001** (Environmental Management System): Environmental health and safety are interconnected. Our ISO 14001 certification reflects our commitment to minimising the environmental impact of our operations, thereby contributing to overall health and safety.



- **ISO 50001** (Energy Management System): We are dedicated to energy efficiency and have maintained our ISO 50001 certification. This standard is essential in our efforts to reduce energy consumption, which has a positive impact on both the environment and the well-being of our workforce.



- **ISO 27001** (Information Security Management System): Information security is crucial in protecting our employees, customers, and stakeholders. Our ISO 27001 certification signifies our commitment to securing sensitive data and ensuring that health and safety information is managed with the utmost care.



- **ISO 20001** (Service Management System): The health and safety of our employees extends to the services we provide. ISO 20001 helps us manage these services efficiently and aligns them with our health and safety objectives.

We have opted for an integrated management system approach in NBI which allows us to document and continuously improve all of our management systems. Looking ahead, NBI are dedicated to further raising the bar on health and safety. Our key objectives for the coming year include expanding our health and wellness programmes to address holistic well-being, encouraging employee engagement in safety initiatives, giving employees a stronger voice in shaping our safety policies, safety and sustainability through the Environmental, Health and Safety (EHS) Telecoms Industry Forum.

## EHS Telecoms Industry Forum

In 2023, NBI were instrumental in launching the EHS Telecoms Industry Forum. It was identified that all companies working within the telecoms industry are constantly striving to drive H&S initiatives and provide the safest possible working conditions. To foster a shared learning platform, NBI launched the EHS Telecoms Industry Forum with a commitment from all contractors working on our behalf and other major infrastructure owners to come together to share knowledge, discuss common issues and commence establishing a baseline for H&S standards within the industry.

The first session was held on 31st May 2023 and was hosted by NBI.

## Actioning Feedback – Our Colleague Engagement Survey

We welcome colleague feedback and believe that everyone's opinions matter – that's why we have established annual colleague engagement surveys – so we can listen, understand and take action when it is needed.

## Bridging the Digital Divide - Connecting our Communities

One of the biggest challenges facing rural Ireland is bridging the digital divide with urban areas. To remedy this situation forever, NBI is delivering high-speed broadband infrastructure to every household and business in the NBP rollout area. No town, village or community will be left behind under the National Broadband Plan.

We believe that better broadband networks promote social progress, equality and sustainability. The team at NBI are so happy to be supporting the reversal of rural depopulation, bringing life and work back into regional towns and villages, to contribute to the social and economic development of rural Ireland, which is integral to the wellbeing of the entire nation.

Specifically, we believe in the transformative effect that high-speed broadband is having and will continue to have on allowing people to pursue their careers without the need to relocate, as well as offering the potential to attract new people and businesses to rural locations.

We are always thinking about how we can improve the lives of our staff, the way we do business, interact with our end users, engage with our communities and protect the environment, so that we leave the world a better place than we found it. With equal access to local, national and global opportunity, every person, community and organisation in Ireland will be empowered to achieve more.

## Demonstrating Social Responsibility

### Supporting our Communities - The RISE Global Foundation

The RISE Global Foundation, founded by NBI's Chairman, David McCourt, has a mission to combine an entrepreneurial mindset with technology in rural communities to create jobs. NBI supports RISE through a number of initiatives - the Community Fund, and Skills Share.

## The Community Fund

The Community Fund addresses the rural digital divide by giving rural communities access to all of the same advantages and opportunities that urban areas benefit from. RISE award 5 monthly grants of €1,000 each to empower local businesses, community groups and social enterprises to enhance their digital strategy. The Fund offers an immediate financial injection into your local community, boosting the digital ecosystem. 100% of this is funded by NBI and to date, NBI has supported over 100 of these grants.

## Skills Share

Skills Share is community engagement that seeks to “match-make” rural charities and small businesses with industry experts, in order to address a specific skills deficiency in that organisation.

NBI took part in RISE’s Skill Share Programme which was piloted in September 2023 and in doing so, provided advice and support resources to rural organisations.



At NBI, we believe that if you combine imagination with technology, you can solve almost any problem. Whilst connectivity is a vital utility and a critical first step, it alone can't solve all of the challenges for businesses, farms, community groups and social enterprises trying to expand the positive impact they're able to have – both to the local community, and to the wider economy. That's why we're incredibly excited to engage local communities with the RISE Community Fund and celebrate innovative uses of technology.”

Peter Hendrick, NBI Infrastructure's CEO



## Supporting Our Communities in Other Ways

As part of the Connected Programme, NBI commits to a range of other charitable and community engagements.

### SVP, Kerry

In December 2022, to mark 25,000 connections on the NBI network, we made a donation of €25,000 to St. Vincent de Paul in Co. Kerry (where the 25,000th connection occurred).

As a result of the donation, 295 households were helped with oil, coal, gas or electricity, food, education, and transport costs. Some households received help towards two or more of these costs: 14 families received help with oil, 31 families with coal, 50 families with electricity, 20 families with gas and 285 families were assisted with food hampers, vouchers, and education and transport costs over the period.



Having adequate heat and electricity is a basic living requirement but for many people who contact us they are often unable to pay basic utility bills, buy fuel or pay for education costs for their children. For vulnerable families who were already struggling, the recent increase in energy prices and cost of living crisis has only further marginalised them and pushed them further into debt. It is heart-warming to know that this donation has supported such a significant number of households with energy, education, and food costs at a crucial time.”

Breda Dwyer, SVP's Area President for Killarney

### SVP, Tallaght

Coupled to the monetary donation to St. Vincent de Paul, we also organised a clothes / toys / food collection drive for the SVP shop in Tallaght, which is the closest to our headquarters in Citywest, Dublin.

### The Ray Community Centre

A team of National Broadband Ireland cyclists undertook a 100k round trip as part of a fundraiser to support digital learning programmes at the Ray Community Centre in County Donegal. The Ray Community Centre is located close to the areas of Milford, Ramelton, Rathmullan and Kerrykeel, which the NBI team took in during their cycle which began and ended at the centre.

The centre offers a wide variety of community activities with an onsite digital hub, a physical activity hub and a woodland play area. The funding raised was used to support delivery of digital learning programmes to build technological awareness across the community so that children and adults can learn about the benefits of technology and its safe use.

### Kildare GAA Sponsorship

In 2023, NBI announced an intercounty jersey sleeve sponsorship agreement with Kildare GAA. This marks the company's first foray into the GAA, an organisation that plays an important part in connecting local communities across Ireland – something that we obviously have in common.



“

We are very proud to announce our partnership with Kildare GAA. Kildare teams across all grades are some of the most competitive in the country and we are excited to support the Lilywhites as they strive for success this season and in the years ahead. The GAA plays such an important part in connecting local communities across Ireland, and at National Broadband Ireland we have the same goal.”

— T.J. Malone, NBI Deployment's CEO —

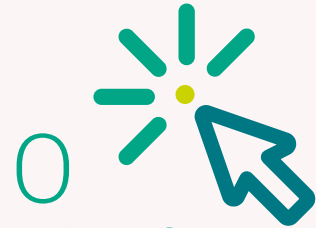
# Governance







100%  
employees  
completed  
the information security  
awareness training



0  
Major cyber  
incidents



3  
phases  
of ESG change impact  
assessments



7  
Principles  
to NBI's corporate  
governance framework



11  
internal audits  
conducted



100%  
employees signed up  
to our code of conduct

## NBP Project Oversight

The contract for the National Broadband Plan (NBP) State-led intervention was signed with NBI on November 2019, with an effective date in January 2020. The contract is a complex and detailed document which sets out the specific terms of the NBP contract with NBI in respect of the rollout of the high-speed broadband network under the State intervention. It is over 3,500 pages in length and contains the details of NBI's bid. Taking into account commercial sensitivity, the contract was published by the Department of the Environment, Climate and Communications (DECC) in August 2020.

The contract contains obligations relating to programme governance. A robust programme governance structure has been established. The contract requires both parties to agree and publish the Project Governance Memorandum ("PGM") which, as a minimum, sets out the rules of engagement between the parties, terms of reference, programme structures and protocols for engagement, the management of risks and issues and the handling of matters arising from Freedom of Information, Parliamentary Questions and matters of urgent public interest. The PGM also sets out the programme governance principles for both parties as follows:

- **Programme governance** requirements will change during the life of the contract;
- **Interaction** between the parties will be proportional to communicate progress, risks and issues without impacting delivery of the programme;
- **Management information** will be based on a single version of the truth;
- **Protocols** for communicating emerging risks and issues will be developed;
- **Issues** will be resolved at the lowest level feasible;
- **The parties** agree to develop governance structures.

The application of the following governance structure has been established within the DECC to effectively collaborate with NBI, monitor contract compliance and performance. NBI Senior Management Team and other NBI personnel engage with the DECC on a regular basis through a number of working groups ("WG"). These WGs enable monitoring of progress in real time, early identification and resolution of any matters requiring joint attention, thereby ensuring the success of the NBP and delivery of high-speed broadband to end users. All WGs are chaired and operated (scheduling, agendas, minutes, secretariat etc.) by the DECC.

In April 2023 the DECC and NBI recognised the mature status of the programme and agreed to reassess the programme governance structures. As an initial step both parties conducted a survey of WG participants to gather feedback on key elements. The survey results indicated in a consistent manner between both groups that there were opportunities to evolve the governance structures.

The key findings of the WG survey can be summarised as follows:

- **WG terms of reference**, membership and in some cases meeting frequency were no longer adequate;
- **Guidelines for decision making** at WG level and escalations to higher levels in the governance structures required additional clarity;
- **The WG structures** continued to be valued and are an important component of how the programme operates.

At a joint governance workshop in Aug 2023 the DECC and NBI adopted the survey findings and agreed an action plan to evolve the programme governance structures to reflect the maturity of the programme. These changes include both retiring and creating WGs, reductions in some meeting cadences, streamlining WG membership and revising terms of reference.

## Corporate Governance

NBI's corporate governance framework is best practice in that it is tailored to the organisation's profile, size and complexity. The approach is periodically assessed and adapted to suit the NBI shareholders' and other stakeholders' evolving needs. The framework was developed in line with international standards and includes components from several corporate governance codes, most notable the Belgian Code of Corporate Governance and the UK Corporate Governance Code.



Ultimately, governance is about people. Their values, skills, conduct and their respectful treatment of others determine the company's long-term success."

The 2020 Belgian Code  
on Corporate Governance



## The Corporate Governance Principles

The corporate governance framework is underpinned by seven principles that guide the selection and design of NBI's corporate governance routines and information flows:

Stewardship of NBI	The Board has a role in safeguarding shareholder interests, as well as guiding management's implementation and delivery of NBI's strategy and objectives.
Transparent Ways of Working	That the Board and Senior Management Team's own business, and its interactions with management, are conducted in an open and clear manner for all Board members.
Board Composition and Balance	<p>The Board regularly assesses its composition and composition of its sub-committees to ensure compliance with the Project Agreement with the Irish Minister for the Environment, Climate and Communications.</p> <p>The Board and its sub-committees should have the right balance of cognitive and personal strengths to promote effective decision-making.</p>
Effective Policies and Procedures	The Board and the SMT works to assure shareholders and the Department of Communications (DECC) that the policies and practices of NBI are effective and enforced by management in achieving their objectives and complying with the Project Agreement and any other laws.
Appropriate Level of Governance	Supported by Internal and External Audit, the Board and SMT assesses whether the Corporate Governance Framework and associated activities are appropriate for NBI's profile, size and complexity.
Communication between the Board and SMT	There are mechanisms and routines in place for regular and effective communication of information between the Board, SMT, shareholders and the DECC.
Assessment of Performance	The Corporate Governance Framework supports providing the Board with a clear view of NBI performance. This includes performance against objectives, key performance indicators, accurately and timely management information and performance appraisal that, where appropriate, is linked to remuneration.

## Stakeholder Engagement

Stimulating demand for a wholesale telecommunications infrastructure poses a dual challenge of achieving commercial success and realising specific public policy benefits. This requires a tailored communications and marketing plan rather than relying on generic, off-the-shelf solutions.

It's important to note that the NBP contract defines a number of stakeholder groups and places certain obligations on NBI to deliver in respect of our ongoing communications with them.

The stakeholder groups are defined as:

- **Stakeholder Group 1** (End Users).
- **Stakeholder Group 2** (NBI's Customers are Retail Service Providers).
- **Stakeholder Group 3** (Government).
- **Stakeholder Group 4** (Other – e.g. civic society, membership bodies and representative organisations).

From NBI's point of view, stakeholder engagement contributes to the creation of legitimate business value through the articulation of a company position and the fostering of external relations; this is to ensure adequate representation of NBI's interests.

All the stakeholder engagement activities are based on criteria of legitimacy and transparency, with regard to both the information disseminated to public agencies and to the relationships established directly with institutional stakeholders, as well as customers and the general public.

NBI is committed to best practice structures, processes and systems that support the successful operation of stakeholder engagement in an ethical, accountable, transparent and effective manner. Furthermore, we firmly believe that good corporate governance is essential in order to support the delivery of our strategic priorities, and specifically the dissemination of timely and relevant information to our audiences, but that critically we observe confidentially or do not distribute commercially sensitive information.



## ComReg

ComReg's statutory role is as the national regulatory authority for the communications sector. As national regulator, ComReg acts to promote competition for retail communications services and works to protect the interests of end-users. NBI is registered with ComReg as an authorised undertaking and so, like all other operators active in the market, it enjoys certain rights and is required to meet certain obligations in relation to its provision of publicly available electronic communications services.

## Governance Around Change Management

At NBI, we follow a structured Change Management approach based on the Prosci 'Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR)' principles. We place a heavy focus on ensuring that the changes we implement across the business are done in an efficient manner that ensures our staff are aware, enabled and supported to adopt new ways of working that deliver the intended benefits.

We understand that each individual stakeholder or team is impacted differently by the changes associated with our Sustainability objectives and as a result, we tailor our approach according to those individual impacts. Our Phase 1 Organisational Change Impact Assessment specifically focused on changes implemented in 2023, and segmented our business units into 29 stakeholder groups aligned to High, Medium, and Low impacts. This exercise will be continually repeated throughout our Sustainability journey.



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NBI  
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National Broadband Plan.

MOBILE  
ROADWORKS



NBI  
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Rialtas  
na hÉireann  
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of Ireland

Tionscadal Éireann  
Project Ireland  
2040



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BUILDING A LIMITLESS IRELAND



**NBI**  
National Broadband Ireland