



MANAGEMENT APPROACH

Engagement



We establish and maintain strong relationships with local communities and other stakeholders to deliver positive business outcomes. We provide various opportunities for active communication and dialogue with our key stakeholders and the local community. We value meaningful engagement and our positive interactions with our stakeholders and local community groups help maintain our social licence to operate. We also commit our time and resources to support the local community in the areas of education, health, community development and the environment. We invest in the STEM talent pipeline of today and tomorrow and contribute to building local technical capability.

Our stakeholder relationships are central to our business and our success, and we work closely with our stakeholders to understand their expectations and concerns. Key stakeholder groups have been determined based on a combination of our business values, strategic relationships and our commitment to working sustainably. These include our community, contractors, customers, employees, governments and regulators, investors, shareholders and suppliers.

In addition to our regulatory obligations, we aim to proactively communicate and engage with our stakeholders about the social and environmental impacts of our operations. We routinely communicate with them and strive to meet their expectations and welcome constructive dialogue. We provide various opportunities for active communication and dialogue with our key stakeholders and the local community through our Community Engagement Group, our 24-hour phone line and email, and our social media channels and newsletters.

GOVERNANCE

The NCIG Board oversees strategic and sustainability-related decisions, including safety, and reviews monthly sustainability reports from management covering performance metrics, incidents, and compliance.

RISK MANAGEMENT

The Executive Leadership Team (ELT) is responsible for strategy implementation and risk management, with the Sustainability Team managing day-to-day community engagement performance. Risks are reviewed annually, and Risk Control Action Plans (RCAPs) are put in place to manage materially high risks.

METRICS & TARGETS

The ELT establishes goals every three years aligned with strategy and budget cycles. Performance is tracked using relevant legislated, industry, and global sustainability metrics. For engagement, we monitor the number of community registered complaints, the number of community engagement meetings, community engagement activities, and the number of site tours conducted.

COMMITMENT

We establish and maintain strong relationships with local communities and other stakeholders to deliver positive business outcomes.

GOAL

To minimise the number of community registered complaints that require modification of our processes and procedures.



SYSTEMS AND PROGRAMS

Stakeholder Engagement Framework

NCIG's Stakeholder Engagement Framework assists NCIG management to structure and focus interactions with internal and external stakeholders. This business level plan outlines all key stakeholders and reviews performance against defined relationship goals on a quarterly basis. More detailed plans have also been developed by functional teams, for example the Community Engagement Plan developed by the Sustainability and Environment Team. These include significant responsibilities for engaging with stakeholders.

Community Engagement Groups

NCIG established a Community Engagement Group (CEG) in 2019. This engagement group provides an avenue for NCIG to better understand the needs of the local community via community representatives covering local geographic areas around our operation.

Our CEG meets three times per year and provides us an avenue to communicate information about our operations, which typically includes our operational activities and environmental performance. The meetings also provide an opportunity to give a voice to community members on matters important to them and an avenue for NCIG to better understand the needs of the local community.

Community newsletters

NCIG produces regular newsletters to keep the community informed of operational developments within the business. These newsletters are printed and delivered to local households within key geographic areas around the Newcastle Port. We partner with local charities and not-for-profit or sporting organisations to deliver these newsletters in exchange for a donation to their organisation.

Complaints and enquiries line

We provide a 24-hour complaints and enquiries service for concerned and interested members of the public. Requests for information or queries about our operations or community engagement activities can be received via email (enquiries@ncig.com.au) and telephone (1800 016 304). The prompt response to community enquiries or complaints from the public is an important aspect of NCIG's community engagement obligations.

Guided site tours

NCIG site tours enable interested community members (over the age of 16), customers and shippers with the opportunity to visit our site to see our impressive infrastructure up close and in action. The tours are free and are conducted from an air-conditioned minibus with an NCIG employee providing commentary. The tour includes a short presentation and takes approximately one hour. Bookings can be made on request.

Biannual Open Days

Every two years we open our doors to family, friends and the community. Our guests are given the opportunity to take a guided site tour around NCIG's facility. The tours are hosted by staff members, and participants are encouraged to ask questions. Food and entertainment is also provided by local vendors and talent.

Contractor meetings

Our routine quarterly communication meetings update our contractors on workplace safety, operational performance, major shutdowns and other critical site activities.

Customer & shipper meetings

Consultation with our customers is a consistent and continuous activity. Regular meetings are held with all customers/shippers. Individual customer meetings are also held and are tailored to enable a deep dive on topical matters and production forecasts. These meetings enable us to understand their needs and for us to deliver a fit for purpose and quality service. Through this type of engagement, we are also able to receive feedback on essential aspects of our operations and identify opportunities for improvement.

Employee engagement surveys

NCIG conducts a biennial employee engagement survey. The survey is voluntary for our employees and contractors and typically achieves a response rate of around 95%. Onsite and virtual business-wide meetings are also held regularly to provide updates on operational performance and to celebrate our achievements.

Customer satisfaction surveys

Our annual Customer Satisfaction Survey invites our customers to provide feedback on our service. Participants are asked to provide their insight on our strengths and weaknesses and the results include an Overall Satisfaction Score and a Net Promoter Score.

Industry engagement

NCIG engages in a structured program of consultation with the key stakeholders in the coal chain. An in-house engagement tool tracks and plans interactions with key industry stakeholders and helps ensure NCIG remains abreast of any industry changes and developments.

Investor ratings

For the past five years we have participated in the GRESB ESG benchmark assessment for infrastructure assets. GRESB is an independent organisation providing validated ESG performance data and peer benchmarks for participating companies. Our high ratings reflect the strength of our sustainability strategy, policy and procedures, as well as targets and performance reporting.

REPORTING

We publicly report our engagement performance on our website in our annual Sustainability Report and in our bi-annual ESG scorecards.