



Newcastle Coal
INFRASTRUCTURE GROUP



Sustainability Report **2023**

Proudly delivering *sustainable* export
services for our customers



Acknowledgment of Country

NCIG acknowledges that we work on the traditional country of the Awabakal and Worimi people. We recognise and respect their cultural heritage, beliefs, and continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past, present and emerging.



About this report

The NCIG 2023 Sustainability Report describes our performance during the 12 month period from 1 July 2022 to 30 June 2023, which aligns with the Australian fiscal year. The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. A link to our GRI Content Index can be found on page 59. The UN Sustainable Development Goals have also been referenced on pages 7, 21, 31 and 41. Consolidated financial statements are reported directly to shareholders, investors and regulators, and are not included in this report.

Find out more

For more information about NCIG's approach to optimising sustainable operations, policies and reporting, please visit our website www.ncig.com.au. We also welcome feedback on our reporting and public information. Simply email us at enquiries@ncig.com.au.


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Message from our Chair & CEO

It gives us great pleasure to present NCIG's 2023 Sustainability Report, in which we share with you our continuous effort to further embed our commitments to meeting our sustainability objectives while consistently striving to achieve the best possible outcomes for our customers.

Our world-class infrastructure assets and effective business processes continue to enable us to provide excellent service and meet customer demand. This year again played a critical role in the Hunter Valley export coal supply chain, handling 44.7Mtpa, providing a safe, high quality coal exporting service at the lowest possible long-term cost to our customers. Although throughput in FY23 was approximately 11% lower than last year, the market conditions meant we saw an increase in the value of seaborne thermal coal, and the export value of products moved through NCIG during the year was the highest since operations commenced. Our customers adapted their product mix to target the premium coal market and sent their coal to 24 destinations around the world. They also welcomed the re-emergence of China as an export destination in the second half of the year. In October, we were thrilled to complete the loading of the Shofu Maru, the world's first bulk carrier vessel to use technology that harnesses the wind to reduce fuel consumption and emissions.

 Matt Wendtman, WHS Coordinator



Evolving our customers' experience

We continued to evolve our approach to customer assurance and engagement, and held dedicated site tours, participated in regular meetings and conducted our second customer satisfaction survey. Ongoing market developments continue to present us with exciting opportunities to evolve as a business and to solidify our reputation for reliability, efficiency and innovation.

Caring for our people

The safety of our employees and the contractors working at our site is paramount and is an ongoing operational focus. This year we recorded no lost time injuries and just two low-severity recordable injuries. Despite this representing an improvement from last year, which is a testament to the excellent safety culture across all parts of the business, we did not meet our ambitious safety target.

Partnering for environmental stewardship

Our collaboration with cross-industry partners deepened when our recycled water project, in partnership with coNEXA Infrastructure Partners, became operational, reducing our reliance on potable water by 50%. The project also greatly improves our resilience during drought conditions when potable water restrictions are in force and strengthens our region's water security. We also signed a three-year Biodiversity Partnering Agreement with NSW National Parks and Wildlife Service which is focused on enhancing the breeding habitats of the endangered Green and Golden Bell Frog.

Supporting our community

Being an active member of our community and contributing to local prosperity and sustainability is important to us. This year we provided more than \$344,000 to 59 local community groups, and almost 73% of our total expenditure was spent with local suppliers and businesses. With relaxation of COVID-19 management controls early in the year, we were also delighted to conduct 86 site tours for community and other stakeholders and welcomed more than 400 family and community members to our Open Day.

Maintaining assets and business systems

Our terminal's ability to meet customer demand, now and into the future, is underpinned by our assets, which continued to perform at high levels of availability and reliability. We continued to deliver on our long-term asset management strategies and plans, regular asset integrity inspections and condition monitoring programs, ongoing preventative repairs and maintenance programs and large discrete asset management projects. We also undertook several IT and technology systems improvements and achieved successful surveillance audits of our ISO14001 Environmental Management System and our ISO45000 Workplace Health and Safety System.

Outlook for 2024

Looking to the future, Asia remains the primary destination for our customers' coal, and the seaborne thermal coal demand into this region is expected to continue well into the future. In the coming years, Australia is expected

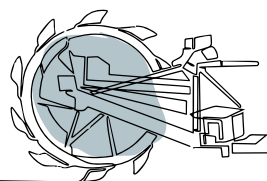
to increase its market share of global exports of high-quality thermal coal (such as that of our customers) from 21% to 28% in 2050.

Our results are a true reflection of our business resilience, innovation and risk management culture. We would like to thank our customers, investors and shareholders for their commitment. We would also like to thank the participants in the Hunter Valley Coal Chain, and the dedicated teams at the Hunter Valley Coal Chain Coordinator, Port Authority of NSW and Port of Newcastle, whose partnership is instrumental to NCIG achieving consistently high levels of performance. Most importantly, we would like to thank our people, whose hard work and dedication ensures we remain our customers' terminal of choice, and without whom our success would not be possible.

Phil Garling AM
Chair

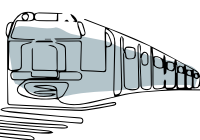
Aaron Johansen
Chief Executive Officer
October 2023

FY23 Highlights & Achievements



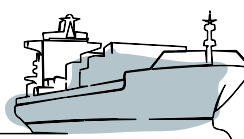
44.7 Mt

COAL LOADED



5,516

TRAINS UNLOADED



497

SHIPS LOADED



Award

ESG EXCELLENCE



5

APPRENTICES
HOSTED



\$344,000

INVESTED IN
COMMUNITY
INITIATIVES



1st

IN PEER INDUSTRY
GROUP GRESB
BENCHMARK



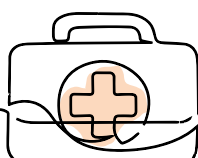
\$28.2m

LOCAL ECONOMIC
SPEND



59

LOCAL COMMUNITY
GROUPS
SUPPORTED



1,434

DAYS WITHOUT A
LOST TIME INJURY



10%

CERTIFIED GREEN
ENERGY



87%

CUSTOMER
SATISFACTION
SCORE

FY23 Performance & Targets for FY24



FOCUS AREA	METRIC	FY23 TARGET	FY23 ACTUAL	FY23 PERFORMANCE	FY24 TARGET
PEOPLE & CULTURE					
Safety	Total Recordable Injury Frequency Rate (TRIFR)	<5.0	5.59	⊗	<5.0
Health & Wellbeing	% employees with mental health training	80%	85%	⊙	80%
Diversity & Inclusion	% recruitment activities with shortlist involving female candidates	80%	100%	⊙	90%
Training & Development	% employees receive training and development to increase skill base above role requirements per year	40%	57%	⊙	40%



FOCUS AREA	METRIC	FY23 TARGET	FY23 ACTUAL	FY23 PERFORMANCE	FY24 TARGET
PLANT & ENVIRONMENT					
Waste	% of total waste generated on site being recycled	67.5%	67.6%	⊙	70%
Biodiversity	Hectares of land managed	102Ha	102Ha	⊙	102Ha
Biodiversity	\$250,000 committed per year towards biodiversity conservation initiatives	\$240,000	\$242,000	⊙	\$250,000
Water	Reduction in potable water use	25%	78%*	⊙	50%
Emissions	Reduction in operational emissions (Scopes 1 and 2)	10%	10%	⊙	30%



*Reduction in potable water use per year compared to FY15-20 baseline.



FOCUS AREA	METRIC	FY23 TARGET	FY23 ACTUAL	FY23 PERFORMANCE	FY24 TARGET
COMMUNITY AND STAKEHOLDERS					
Community Support	Number of employees actively participating in community events per year	30	70	⊙	25
Community Support	Number of STEM related initiatives supported per year	4	4	⊙	5
Community Support	Number of community groups supported per year	35	59	⊙	30
Community Support	Spend on community initiatives per year	\$330,000	\$344,000	⊙	\$360,000
Procurement	Proportion of total expenditure spent locally	70%	73%*	⊙	70%



* Excludes lease expenditure, major utilities, taxes, licenses, fees, interest and other government charges.



OUR BUSINESS

We are *committed*
to providing
premium logistical
export services

Who we are

Newcastle Coal Infrastructure Group (NCIG) is a premier coal export terminal in the Port of Newcastle, Australia. We are an integral part of the Australian coal export industry and generate strong local and national economic benefits. With facilities that include rail, coal storage, ship loading and associated infrastructure, we provide critical transport and logistics services for our customers.

OWNERSHIP

Newcastle Coal Infrastructure Group Pty Ltd, is a wholly owned subsidiary of NCIG Holdings Pty Ltd, a privately held corporation, owned by shareholders who are also our major customers. All shareholders are affiliates of shippers that have long-term capacity contracts for the majority of our terminal's capacity. The ultimate parents of NCIG's shareholders are BHP, Yancoal Australia, Whitehaven Coal, Peabody Energy, and Banpu.

WHAT WE DO

We provide critical logistical export services for our customers, connecting their coal to energy and manufacturing markets around the world. Our core business is to work with our customers to safely transport their coal from rail to ship. Our terminal receives an average of 20 trains per day and has an allocated working capacity to store up to 4.5 million tonnes of coal. We load ships of up to 300 metres long that can carry up to 165,000 tonnes. We also facilitate inbound and outbound sampling of the coal stream to provide assurance to our customers that their product is handled according to their quality specifications.

OUR LOCATION

NCIG operates Newcastle's third and newest coal export terminal located on the South Arm of the Hunter River in the Port of Newcastle. Our terminal is situated in the industrial precinct of Kooragang Island and is directly adjacent to the Hunter Wetlands National Park, which includes listed wetlands of international significance.

HOW WE WORK

Delivering a quality service to our customers is an essential aspect of our operation and our innovative and continuous improvement mindset helps us provide a leading-edge service. Our world-class coal terminal employs the latest technology and provides high reliability for our customers, and we are always looking for ways we can improve our business and service delivery. Our approach includes encouraging our people to use their skills, knowledge and experience to enhance our business performance and foster a workplace that positively encourages efficiency, safety, risk management and sustainability.

OUR VALUE CHAIN

Our customers mine and sell coal, and their product follows a journey that includes NCIG's stockpiling and ship loading services. Our quest for operational excellence focuses on optimising throughput and vessel loading rates to ensure our customers can achieve their best possible outcome. Our terminal runs 24/7 and deploys highly sophisticated technology to ensure we are able to manage any interconnected variables and prevent and resolve unanticipated bottlenecks.

OUR VISION & PURPOSE

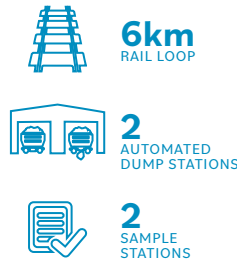
In May 2023, NCIG released refreshed vision and purpose statements, signalling a renewed commitment to sustainably delivering critical export logistic services to the world. With a proud history of providing premier export services to customers, we are excited to look towards the next ten years of operations, seeking to be the world's benchmark export terminal. This ambitious vision empowers us to deliver continuous improvement and best-in-class service for our customers.



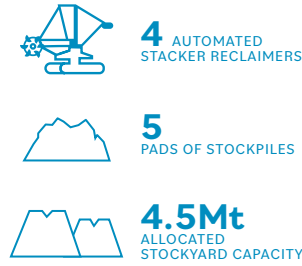
OUR INFRASTRUCTURE

NCIG has modern, highly automated operations that can operate effectively with a lean workforce due to our robust operating and asset management practices. Our plant, infrastructure and operational performance is strong and consistent. Our customers product follows a journey that includes our inbound (train unloading), stockyard (coal stockpiling) and outbound (ship loading) coal transport services.

INBOUND



STOCKYARD



OUTBOUND



ABOUT THE COAL WE HANDLE

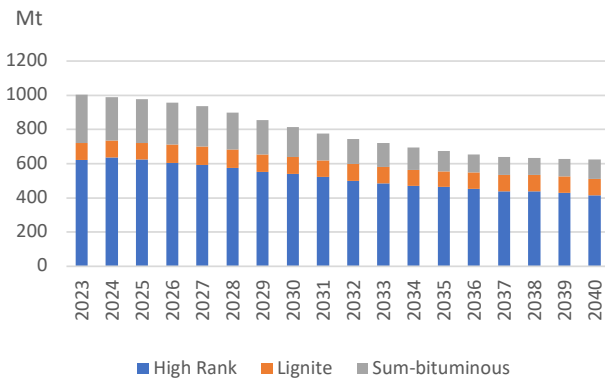
NCIG connects our customers' coal from the Hunter Region and broader NSW to international energy generators and steel producers. The coal that moves through NCIG is predominantly high-quality thermal coal used in high-energy low-emissions (HELE) coal-fired power plants. Hunter Valley thermal coal is a highly reliable source of energy for many nations and compares favourably to most other coal producing nations.

SEABORNE THERMAL COAL OUTLOOK

The primary destination of the coal that we handle is Asia, where coal remains a critical component of Asia's energy mix. As the world continues to decarbonise, we expect the long-term outlook for global seaborne thermal coal demand to gradually decrease. Coal-fired plants being retired are typically of older technology and new plants coming online are typically HELE technology. With the addition of more HELE plants,

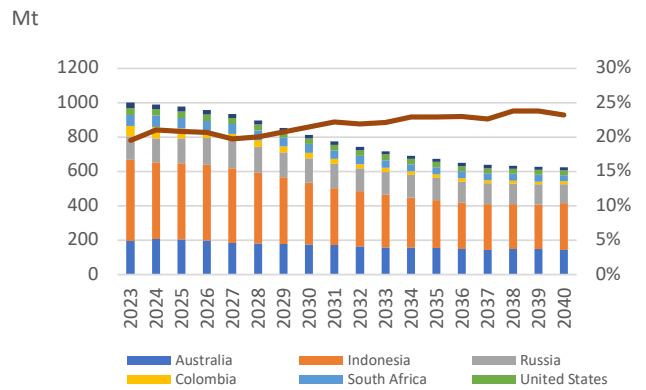
we expect high rank coal (like coal exported from Newcastle) to have a competitive advantage and continue to be required in the global energy mix beyond 2040. The quality of Australia's coal is expected to increase Australia's market share over the same period, primarily at the expense of Indonesia's exports (which is lower rank coal).

This outlook is supported by Wood Mackenzie's coal market outlook in May 2023.



Projected seaborne thermal coal demand by rank¹

Source: Wood Mackenzie¹



Projected seaborne thermal coal supply by country¹

Source: Wood Mackenzie¹

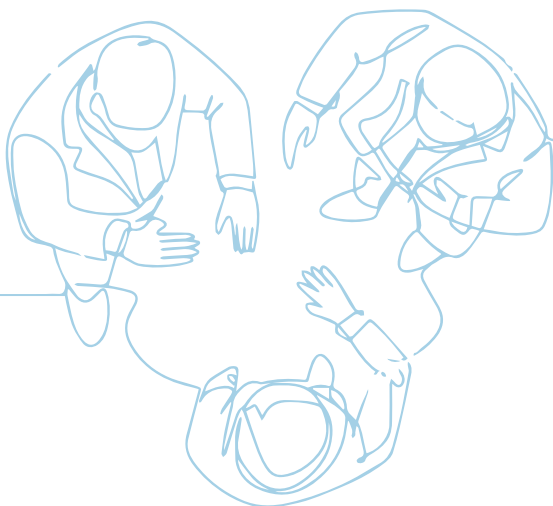
¹ Coal Market Service Global Thermal Coal Strategic Outlook 2023 to 2050, Wood Mackenzie, May 2023. The information and data contained or displayed in this graph is for information purposes only. We, and Wood Mackenzie, do not make any warranties or representations in relation to the completeness, accuracy, reliability or fitness for any purpose of the information or data in this graph and, to the extent permitted by applicable law, do not accept any responsibility or liability in relation to any use of or reliance on this information or data. Use of or reliance on this information or data is solely at your own risk.

Sustainable Operations Strategy

NCIG is committed to proactively embedding sustainability at the core of its business. We take a whole-of-business approach to optimising sustainable operations, and our continuous improvement mindset empowers our people, encourages collaboration and promotes innovative thinking. In this way, we are able to service the needs of our customers, safeguard the interests of our stakeholders and the environment, and ensure our business resilience.

OUR SUSTAINABILITY STRATEGY

Optimising sustainable operations is integral to NCIG's long-term operational and financial success. Our Sustainability Strategy Framework highlights what matters the most to our business and stakeholders in our pursuit of helping our customers meet their business objectives. Together with our Sustainability Policy and Sustainable Operations Management Plan our Sustainability Strategy provides the foundation for how we deliver efficient, innovative, and reliable service to our customers. The governance and delivery of these commitments and objectives are integrated into our overall business strategy and processes, as we believe that our Sustainability Strategy and business strategy are complementary and mutually reinforcing. We also proactively and strategically manage the impacts related to our key performance areas, aiming to minimise our footprint and create positive impact where possible. Our systems and processes help us to assess our risks and to operate responsibly and efficiently.



Customers

We work collaboratively with our customers to help them achieve their best possible outcomes.

Governance

Our robust systems and processes support the delivery of our commitments and objectives.

People & Culture

We cultivate a safe, healthy, inclusive and innovative working environment for our people.

Plant & Environment


We ensure the resilience of our operations while minimising our impacts on the environment.

Community & Stakeholders

We collaborate with communities, industry partners and government to achieve positive social and economic outcomes.

OUR TARGETS

In 2021 NCIG's Board approved three-year targets for all key sustainability focus areas aligned with our Sustainability Strategy. Some of the targets also contribute to the achievement of several United Nations Sustainable Development Goals (SDGs). A pathway for achieving our FY24 targets was developed to ensure that we actively monitor and manage performance. For some focus areas, this led to the establishment of interim targets, providing specific progressive improvement in performance to assist in the achievement of our commitments and goals.

 [Learn more](#)



Our Customers

As a service-based business we exist to add value to the needs of our customers' businesses.



WHO OUR CUSTOMERS ARE

Our customers operate mines, many of which are in the Hunter Valley, but also extend to Lake Macquarie, the Western Coalfields and Gunnedah Basin. Each customer produces coal to fulfill long-term contracts with their international customers. We recognise that our customers are each unique, and that their needs, which are primarily reliability, efficiency, communications, flexibility and quality, may evolve over time. We participate actively in the coal chain to the benefit of our terminal users and strive to obtain the best possible outcome for each individual customer whilst balancing the interests of the collective customer group and coal chain. Our terminal operates 24/7 and uses production automation and integration across industry participants technology to ensure we can manage any interconnected variables and prevent and resolve unanticipated bottlenecks.

CUSTOMER EXPORT DESTINATIONS

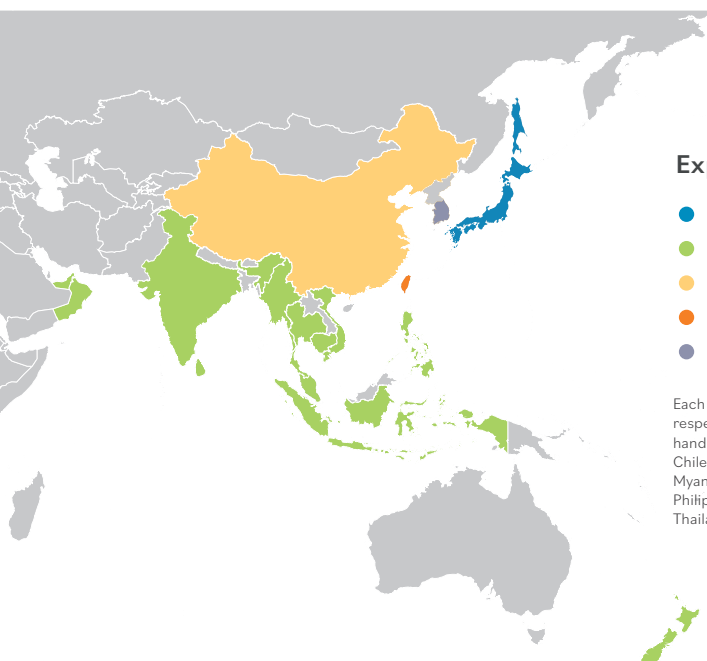
The end-buyers of our customers' coal arrange export destinations and shipping logistics. This year, NCIG's customers shipped coal to 24 destinations around the world. Asia dominated as an export location with Japan, South Korea, and Taiwan receiving most of the coal exported from our terminal. Chinese import restrictions were eased during the year and there was a resurgence of coal exported there, and it became the second highest export destination. Other Southeast Asian markets of Thailand, Malaysia and Vietnam also grew. A small proportion of coal exported from our terminal was sent to steel mills and power stations in Netherlands, Poland, and Italy. The Ukraine conflict also created a shift in the balance of energy supplies.



Wade Covey, Environmental & Sustainability Lead

Wind powered bulk carrier welcomed

NCIG was thrilled to successfully complete the loading of the Shofu Maru following its maiden voyage into the Port of Newcastle. Built in 2022, the Shofu Maru is the first bulk carrier vessel to use the Wind Challenger hard sail technology that harnesses the wind to reduce fuel consumption and greenhouse gas emissions by 8-10%. Developed by Mitsui O.S.K. Lines (MOL) and its partner Oshima Shipbuilding, the technology will enable the oceanic transport industry to contribute to global decarbonisation and to operate more sustainably in the future. Prior to berthing and loading this first-of-a-generation wind-assisted vessel, NCIG personnel attended a ceremony hosted by maritime industry dignitaries and representatives from Japanese industry and government. Our Operational Capability and Customer Assurance teams collaborated with BHP, Port of Newcastle, Port Authority NSW and Mitsui O.S.K. Lines (MOL) to load the vessel safely and successfully at our wharf facility.



Export Destinations

- 36% Japan
- 24% Other
- 16% China
- 17% Taiwan
- 7% South Korea

Each country within the 'Other' category respectively receives less than 4% of coal handled by NCIG. These include: Cambodia, Chile, Hong Kong, India, Indonesia, Malaysia, Myanmar, New Caledonia, New Zealand, Oman, Philippines, Singapore, Sri Lanka, Turkey, Thailand, United Arab Emirates and Vietnam.

CUSTOMER ASSURANCE

NCIG works hard to deliver a positive customer experience, and throughout this year there were a number of customer-focused projects and initiatives, including:

- **Know Your Customer** - a pivotal project during which NCIG and its customers worked together to gain deeper understanding of customer processes and business goals. Three customer driven workshops and quarterly meetings were held.
- **Employee secondment** - a three-month secondment of NCIG's Logistics Superintendent to one of our customers provided great experience and exposure of the day-to-day operations and whole of coal chain logistics. The learnings and insights from this secondment are now being carried across to all customers.
- **Logistics Management System (LMS) improvements** - several improvements made including the introduction of a commercial roll forward process that automates manual processes and centralises communication, operation compliance for dust management, weather alerts and enhancements to the user interface. These improvements are delivering time and effort efficiency for both customers and our internal resources.
- **LMS training / enhancement** - new customer employee online training sessions were created to upskill new staff to work with our LMS users.

CUSTOMER ENGAGEMENT

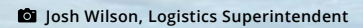
Engaging with our customers to understand their needs enables us to deliver a fit for purpose and quality service. Through engagement with our customers, we are able to receive feedback on essential aspects of our operations and identify opportunities for improvement. This year we undertook several engagement initiatives.

Customer satisfaction survey

In February 2023, we conducted our second annual Customer Satisfaction Survey. Feedback this year resulted in an Customer Satisfaction Score of 87, up from 80 last year, which is considered industry best practice. This year's independent survey was again conducted by The Market Intelligence Co. (TMIC) and involved an invitation to 32 customer representatives to participate in a 20-minute telephone interview. Remarkably 97% of our customers participated. The results demonstrated that 87% of NCIG's customers feel they are a valued customer. They also shared what they consider our strengths to be, namely that:

- we have a strong safety focus
- we have quality people
- they trust in NCIG to meet their needs/reliability of service
- we are customer focused/provide good customer service
- we are progressive and innovative
- we are continuously improving.

Another pleasing outcome from the survey was a Net Promoter Score of +63, which is up from +46 in FY22. Respondents also rated their satisfaction with the level of contact and communication with NCIG with 29% stating they are satisfied and 61% extremely satisfied. In addition to the positive feedback received, we also noted opportunities for improvement to our customer service, and several initiatives have been planned for FY24. These include actions related to performance monitoring, service quality, communications, maritime management strategy and targeted industry engagement.

 Josh Wilson, Logistics Superintendent



Site tours

Site tours returned this year following the easing of COVID-19 management and safety controls. A total of 45 customer site tours took place during the year. Site tours enable us to connect with our customers, showcase our operations and processes and gain a deeper understanding of what is important to them.

Shipper meetings

Regular meetings are held with all customers quarterly. Individual customer meetings are also held each quarter and are tailored to enable a deep dive on topical matters and production forecasts. These meetings form a valuable part of how we work with our customers. The depth of sharing and collaboration is a testament to the level of trust and strength of the relationship that has been built. Both the individual and group forum provide us with a regular opportunity to consult on a wide range of topics, and positive feedback has been received about the way in which we openly share all relevant process incidents, including the root cause and approved recommendations.

Governance & Risk Management

NCIG's approach to operating sustainably is integrated into our governance, business strategy, management systems and procedures, and our risk management approach and processes. Our Board of Directors oversees our economic, social, environmental and cultural strategy and performance, and our people support the delivery of our commitments and objectives.



GOVERNANCE STRUCTURE

Our Board of Directors comprises representatives from each of our shareholder companies and an independent Chair. The Board operates in accordance with our Board Charter and consults on and ratifies decisions of the business related to strategy (including Sustainability Strategy), risk management approach, policy and values. Strategically we follow a rigorous annual budget and business planning process, and our performance is overseen by the Board's Audit and Risk Committee, which also ensures that our business processes adequately manage risks and opportunities as they relate to environmental, economic and social issues. The executive level of our business is accountable for implementing the strategic initiatives across the business via collaboration between Business Planning, Operational Capability, Assets and Infrastructure, Commercial, Sustainability, Customer Assurance, and People & Culture teams. In alignment with our Business Plan and Sustainability Strategy, performance against targets is monitored and reported monthly to the Board of Directors.

BUSINESS ETHICS

NCIG maintains high ethical standards and integrity in all its business dealings and operates in compliance with the law. There are several key policies that underpin how we work and the expectations we have, they are our:

- **Code of Conduct Policy** - outlines expected and unacceptable behaviours. Topics include conflicts of interest, health and safety, equal opportunity, anti-discrimination, bullying and harassment, gifts and entertainment, and confidential information. It applies to all employees, directors and all others who work for, act on behalf of or represent NCIG, including contractors, agents and consultants. During FY23 we implemented a revised Code of Conduct.
- **Anti-Corruption Policy** - outlines the rules of engagement with business partners, government officials and any other business or individual. It supplements our Code of Conduct Policy, and describes the policy's administration, our internal control systems and approach to training. Breaches or suspicious activities are required to be reported to nominated internal authorities.
- **Whistleblower Policy** - supports our company values and aligns with our Code of Conduct Policy. All personnel on the NCIG site are able to report instances of Improper Conduct without fear of intimidation or reprisal. NCIG's enquiries line is also available 24/7 for our external stakeholders.

LICENSING AND COMPLIANCE

NCIG is subject to significant regulation in respect of its operation and land development, governed by both State and Federal authorities. A number of processes are routinely undertaken to demonstrate ongoing compliance with applicable legislation and regulatory requirements. In June 2023, the NSW Department of Planning and Environment issued new Community Consultative Committee Guidelines, which are a component of a review process that recurs every five years. During the reporting period this included:

- **Regulatory Environmental Inspections** - NCIG hosted compliance inspections from the Department of Planning and Environment (DPE) and the Environmental Protection Authority (EPA) as part of an increased compliance focus from regulators across industry. There were no non-compliances raised during the inspections.
- **Environmental Protection Licence (EPL) Annual Return** - this process involves an annual compliance review against NCIG's EPL and submission of an annual compliance statement to the EPA over the 12-month period against the conditions of the licence.
- **Compliance Tracking Program** - this annual process outlines performance against the conditions of the NCIG Project Approval. The report identified that NCIG maintains a high level of compliance across its operation.

SITE SECURITY

Our wharf facility is regulated by Australian maritime security legislation and through the Maritime Transport and Offshore Facilities Security Act (MTOFSA). As part of meeting the obligations of MTOFSA, we identify our risks and vulnerabilities and have a site security plan, which includes mitigation measures and incident reporting procedures for security related breaches. Our terminal is a secured site and is only open to authorised workers and visitors. We work with government authorities and security personnel to deter unauthorised access. Our site security is delivered by a specialised security service provider whose Quality Management System is ISO 9001:2015 certified. Maritime security guards are trained and equipped with Maritime Security Identification Cards (MSIC), relevant licenses and clearances to meet stringent security levels.

In April 2023, there were protests focused on the coal industry in Newcastle and the Hunter that posed a security risk to NCIG. Due to our security practices, readiness and resources, and our collaboration with the broader industry and Port Security Group, there were no breaches of our site and no disruptions to our operations. In June 2023, further protest activity resulted in a single breach of our perimeter, however it only caused minor disruption. An arrest was made in relation to this incident.

RISK MANAGEMENT APPROACH

NCIG's approach to risk management is guided by the Board of Directors' Risk Appetite Statement, which informs management of the Board's expectations on what level of residual risk is acceptable across various consequence areas. We apply a precautionary principle, taking preventative action while employing the latest technology to provide a highly reliable and efficient service for our customers.

Our Risk Management Framework and associated risk management procedures are used to manage strategic and operational risks at a corporate level, including critical controls and control improvement action plans. Key risks we manage include worker safety, legal and regulatory compliance, environmental protection, asset protection and reliability, site security, cyber security and data protection and climate-related risks, including severe weather events.

RISK MANAGEMENT PROCESSES

Our risk management processes help us systematically identify and assess the impact of foreseeable risks and emergencies, including those that could occur as a result of activities taking place adjacent to the site or as a result of site operations. During the year we updated various systems to replace the previous risk assessment matrixes with the new single company wide matrix, including the Corporate Risk Management System and the new Risk Assessment Tool.

Our risk management processes include our:

- **Enterprise-wide business risk assessment** – a review process that includes external stakeholder interviews, and an externally facilitated annual assessment workshop that identifies material business risks and mitigation strategies. This was presented to the Board Audit and Risk Committee for ongoing tolerance of material risk, together with consideration of associated Risk Control Action Plans.
- **Broad-Brush Risk Assessment (BBRA)** – facilitated by external consultants every three years and includes risk identification, descriptions, analysis, ratings and treatment plans. The most recent BBRA concluded in February 2022, and approved actions were identified and incorporated.



- **Corporate Risk Register** – prioritises our risks based on their risk profile and level of severity as identified during the enterprise-wide business risk assessment and is regularly reported to the Board.
- **Climate Risk Assessment** – undertaken with support from external consultants, we model transition and physical scenario analysis based on three distinct and plausible climate scenarios. The findings provide deeper context to our risk environment and have led to the development of several new control responses.
- **Risk control action plans** – address key business risks, which are reported to the NCIG Audit and Risk Committee.
- **Project Approval Management Plans** – developed as part of our licence approval process, they describe our risk assessment procedures by topic and include risk management activities.
- **Risk Assessment Training Module** – a new risk assessment module was developed and seamlessly integrated into our internal training processes for ongoing use as of March 2023.



[Learn more](#)

Policies & Management Systems

Our policies reflect our integrity and values and aim to foster a culture of teamwork, excellence, and innovation. Management approach documents for all focus areas include information related to context, commitments, goals and targets, systems and programs (including risk management and procedures), leadership responsibilities, communication and training, and any awards we have received.



[Learn more](#)

Overview of NCIG's management approach

PEOPLE & CULTURE

ISO45001 certified Workplace Health and Safety System

Code of Conduct and Anti-Corruption Policy

Equity, Diversity & Inclusion Policy

Enterprise Agreement

Bespoke hazard, incident and actions management system

Behavioural safety program focusing on Safety Citizenship

Health and wellbeing program that involves optional health assessments and targets physical and mental health initiatives

Mental health strategy

Training partnerships for graduates and apprentices

PLANT & ENVIRONMENT

Overarching Sustainable Operations Management Plan

ISO 14001 certified Environmental Management System

Waste management strategy that prioritises best end-of-life use and monitoring of 20 waste streams

Energy and Emissions Management System aligned with ISO 50001

Scenario Analysis and climate change risk assessment

Formal partnerships with two universities for biodiversity monitoring and enhancement initiatives

Operational Net Zero 2030 objective

COMMUNITY & STAKEHOLDERS

Stakeholder Engagement Framework

Community Partnership and Support programs

Employee volunteering and fundraising

Community Engagement Group

Whistleblower Policy

Local procurement targets

Sustainable procurement processes

OPERATIONAL PERFORMANCE

Customer Assurance

Customer Satisfaction Survey and Net Promoter Score

Terminal Handbook outlines general environmental requirements for users of our site

NIST Cyber Security Framework and 15 related policies that align with the NIST international best practice standard

Asset Management approach based on ISO 55000

Modern Slavery Policy and annual statement

Climate Adaptation & Resilience


Climate reporting plays a crucial role in assessing and addressing our climate-related risks and opportunities.

UNDERSTANDING THE IMPACTS

Our understanding of the impact of climate-related risks and opportunities continues to evolve. As part of maturing our understanding of how climate change may impact the business, we conducted a scenario-based climate risk assessment, and reviewed climate related disclosure standards such as the Taskforce on Climate-related Financial Disclosures (TCFD). The scope of work included modelling transition and physical scenario analysis and disclosure of the TCFD framework. Transition risk scenarios were based on the Network for Greening the Financial System scenarios; Net Zero 2050 and Nationally Determined Contributions (NDCs). Physical risk scenarios were based on three climate scenarios – capturing low, moderate and high emission futures.

STRATEGIC PLANNING AND MANAGEMENT

We incorporate climate-related risks into our annual corporate strategy and business planning processes. Our corporate strategy addresses climate-related transition risks, physical risks and social risks. Our Corporate Risk Register is implemented applying an integrated risk-based approach that provides detail around NCIG's climate-related risks. NCIG's rolling three-year business plan also includes climate related risks and opportunities.

 [Learn more](#)

CLIMATE SCENARIO ANALYSIS CONSIDERATIONS



CLIMATE SCENARIOS

PHYSICAL RISK

- High Emission**
No climate Action
4°C Scenario (SSP5-8.5)
- Moderate Emission**
Meet Current Targets and Pledges
2°C Scenario (SSP2-4.5)
- Low Emission**
Aligned with Paris Agreement
1.5°C Scenario (SSP1-2.6)

TRANSITION RISK

- Orderly Transition**
1.5°C Scenario
Net Zero by 2050
- Hot House World**
NDCs 2.5°C Scenario



TIME HORIZONS

PHYSICAL RISK

- 2030 as a 20-year average over 2020 to 2039
- 2050 as a 20-year average over 2040 to 2059

TRANSITION RISK

- Consider the future states by 2030, 2040 and 2050 as independent milestones.



ASSESS HAZARDS, ISSUES & THEMES

PHYSICAL HAZARDS


- Extreme Rain Frequency
- Extreme Rain Intensity
- Drought & Dust
- Extreme Sea Level*
 - Storms
- Cyclones/Hurricanes

*Only available for selected scenarios/horizons and using IPCC AR5 Representative Concentration Pathways

TRANSITION RISKS / OPPS

- Growth of low emissions exports
- Climate regulation and policy accelerating decline in coal demand and supply



 Kate Schiffmann, Electrical Apprentice

Climate-related risk assessment

A climate-risk assessment was undertaken during the year by Deloitte, modelling transition and physical scenario analysis.

The scenarios applied were the IPCC AR5 (Representative Concentration Pathways; RCPs) and IPCC AR6 (Shared Socio-economic Pathways; SSPs). Transition risk scenarios were based on Net Zero 2050 and Nationally Determined Contributions (NDCs).

Physical risk scenarios were based on three distinct and plausible climate scenarios – capturing low, moderate and high emission futures, and include medium (2030) and long (2050) term horizons. The findings and potential impact on NCIG's business of these risks and opportunities have provided further context to our risk environment and the development of appropriate control responses, including our Severe Weather Trigger Action Response Plan.

TCFD reporting framework analysis

As part of our processes to better understand our climate-related risks and opportunities, we have undertaken an analysis of the TCFD reporting framework. The table below summarises our progress to date.

GOVERNANCE		STRATEGY	
Disclosures	a. Describe the board’s oversight of climate-related risks and opportunities.	Disclosures	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.		b. Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.
			c. Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.
Summary	<ul style="list-style-type: none"> Our Board of Directors is responsible for overseeing business processes and responses to managing risks and opportunities. It consults on and monitors business decisions in relation to strategic directions, risk management, policy and procedures. Our Board Governance Charter reflects governance around climate-related risks and opportunities. The Board of Directors meets quarterly. During this meeting, executive leaders present a Sustainable Operations Report. This includes updates on performance against sustainability targets, developments, and key achievements for each of the three strategic pillars as well as governance updates. This enables the Board to monitor and oversee progress against our commitments, goals and targets. Through our Sustainability Strategy, climate change is considered within our annual budget and business planning. This follows the same process as that of our other key business-wide strategic imperatives. We have published a public climate change statement recognising the importance of the issue and how NCIG responds to it. 	Summary	<ul style="list-style-type: none"> We have worked with Deloitte to conduct a scenario-based climate risk assessment, transition and physical scenario analysis, and a review of climate risk disclosures in line with the TCFD recommendations. Physical risk scenarios were based on three types of climate scenarios – capturing low, moderate and high emission futures. The analysis included medium (2030) and long (2050) term horizons. Our Corporate Risk register is implemented using a risk-based approach that provides detail around NCIG’s climate-related risks. We disclose our high-level risks for example, volatile weather, in our annual Sustainability Report. Our rolling three-year corporate strategy includes climate related risks and opportunities. Resilience to climate-related risks is incorporated into our corporate strategy and business planning.
	<ul style="list-style-type: none"> Our Executive Leadership Team is accountable for collaboratively implementing the strategic direction across the business. Overall responsibility of climate risk and reporting has been assigned to the Chief Financial Officer and Manager Business Planning, however, more specific responsibilities for climate-related risks and opportunities are assigned based on the relevance of a topic to a specific role. NCIG’s Corporate Governance Policy and Charter describes specific duties of the CEO and management, which includes to develop, implement, monitor and effectively manage our risks and opportunities. Agreed sustainability metrics (including climate-related metrics) are incorporated into existing scorecard processes, either at the corporate level or relevant department level. Progress against agreed scorecard metrics and targets are reviewed on a quarterly basis. Our Sustainability Strategy is reviewed annually by our Executive Leadership Team, led by the Manager Sustainability. Material changes to the strategic framework, metrics and/or strategic action plan are presented to the NCIG Board for approval. 		<ul style="list-style-type: none"> We have a target of net zero operational (Scope 1 and 2) emissions by 2030. We are yet to consider activities regarding reducing emissions across our value chain. We plan to review the key findings and recommendations from our scenario-based climate risk assessment, and integrate them into strategic and financial planning, risk mitigation, performance management and monitoring. We conducted a scenario-based climate risk assessment last year to assess our resilience. In the past we have performed market analysis to gauge the resilience of the supply and demand of thermal coal against shifts in policy and the geopolitical landscapes. Scenario modelling was also conducted to understand the future coal market impacts may be on NCIG’s throughput (see page 10 of this report).

● Information available relevant to TCFD expectations ● Partially documented OR available but not yet documented ● Information/process/detail are not yet clear/complete/adequate

TARGETS & METRICS

Disclosures	a. Describe the organisation’s processes for identifying and assessing climate-related risks.	●
	b. Describe the organisation’s processes for managing climate-related risks.	●
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.	●

Summary	<ul style="list-style-type: none"> Our risk management process is well documented and our approach to identifying and assessing climate-related risks follows the same process as that of operational risk management. Specifically, a corporate risk assessment is conducted annually, which results in prioritisation and actions. The Board is presented with a risk control action plan every quarter (see page 15 of this report). We comply with relevant regulations, for example, the National Greenhouse Emissions Reporting Scheme (NGER). We attain legal advice annually regarding emerging regulatory changes, including those regarding climate. Climate-related risks are managed through dedicated plans and procedures such as our Crisis Management Plan and our Emergency Management Plan. There is a rigorous risk assessment process, which includes managing the climate-related risks identified prior to the scenario-based climate risk assessment conducted by Deloitte in late FY22 (see page 17 of this report). 	<ul style="list-style-type: none"> We have a standard process for risks including how decisions to mitigate, transfer, accept or control risks are made. Our Corporate Risk Register includes controls to manage identified climate impacts. We monitor climate-related risks and potential impacts and have developed actions and adaptation plans to manage these risks. Trigger Action Response Plans (TARPs) have been implemented outlining risk-based triggers that are monitored and provide guidance on the operational actions required if the trigger levels are reached. Climate-related risks are reflected in our Corporate Risk Register and Risk Management Framework. The Annual Corporate Risk Review Report reflects climate change considerations and business sustainability considerations.
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RISK MANAGEMENT

Disclosures	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	●
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	●
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	●

Summary	<ul style="list-style-type: none"> We currently report on sustainability-related metrics such as potable water consumption, recycled waste and green energy purchased. Emissions are the primary climate-related target disclosed. We disclose our Scope 1 and Scope 2 emissions in our annual Sustainability Report and in reports we provide to the Australian Government’s Clean Energy Regulator (NGER). We publicly reported the primary sources of our Scope 3 emissions for the first time in this report: see page 33. We have measurable and timebound targets for emissions, waste, water and biodiversity and compare our performance against targets annually (see page 7 of this report). 	<ul style="list-style-type: none"> Net zero operational (Scopes 1 and 2) emissions targets have been finalised and disclosed. We have interim targets to reduce operational emissions. Our Scope 3 emissions are not formally included in our net zero target as we do not consider them to be materially significant. We have developed an internal handbook that outlines how our metrics are identified and how targets are developed.
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OUR PEOPLE & CULTURE

We cultivate a *safe*,
healthy, *inclusive* and
innovative working
environment for our people



Our people are integral to our success

Our success relies on the strength and commitment of our people and is deeply connected to our culture and values. Our teamwork and unwavering commitment to safety, health and wellbeing, ongoing professional development, and inclusivity is at the core of our approach.

highlights

113 total employees

16 new hires

5 apprentices hosted

1 new graduate role

8 executive leaders

COMMITMENTS

- Put our people's safety, physical and mental health first
- Integrate agility, diversity and inclusion in all areas of our business
- Provide training and development opportunities that ensure our people remain engaged and are ready for their next career challenge

GOALS

- Maintain a safe work environment and industry best practice standards
- Maintain a workplace that protects and promotes good mental health and wellbeing
- Increase the diversity of our employee group
- Increase knowledge and skill capacity to stimulate innovation

SDG CONTRIBUTIONS

Our People & Culture commitments and goals contribute to the achievement of several SDG's.



Our Team

NCIG has a lean and highly productive workforce with of 113 employees comprised of ongoing full time, part time and fixed term positions. Contracted labour also supports our operations and maintenance activities during peak periods. Of our employees, 45 technicians are covered by the Coal Export Terminal (CET) Operations Workplace Agreement. Our teams consist of project supervisors, technicians, engineers, accountants, administrators, business analysts, HR, health and safety, environment, procurement, IT and logistics professionals, who are all passionate about their work and adding value for the benefit of our customers.

NEW PEOPLE

During the year we welcomed 16 new employees, 8 male and 8 female, to various areas of the business. All have brought new energy and new perspectives to the way we work. The number of new hires is significantly more when compared to previous years and was in part due to a slightly higher voluntary employee turnover rate of 8% (FY22: 7.5%). Some of the people leaving NCIG had been with us for more than 10 years and in line with a post-pandemic trend, were seeking new career opportunities or complete career changes. New people were recruited for technician, people and culture, communication and engagement, engineering, commercial, environment, finance and treasury roles.

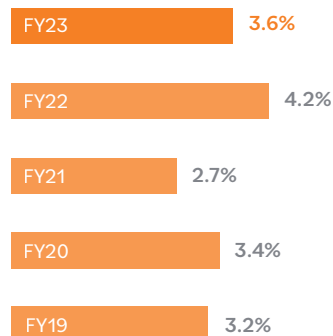
It is noteworthy that all of our new employees were successfully recruited from our local area. This reflects our commitment to fostering a strong connection with our local community and harnessing local talent. Additionally, our recruitment process prioritised gender diversity, with 100% of recruitment activities involving females in our shortlisting. This initiative aligns seamlessly with our strategic ambitions to enhance female participation within our workforce. By emphasising local talent acquisition and promoting gender inclusivity, we continue to demonstrate our dedication to creating a more robust and diverse team while contributing positively to both our organisation and the local community.

NEW ROLES

NCIG introduced five new roles: Graduate (Operational Capability); Communications and Engagement Lead; People & Culture Lead; Senior Structural Engineer; and Treasury Specialist. These new roles mark a strategic leap forward for NCIG and collectively they amplify our key areas of focus to position ourselves for enduring success in our sustainable operations goals.

ABSENTEEISM

During FY23, NCIG employees and contractors worked a total of 357,526 hours. Our average unplanned absenteeism rate was 3.6%. Although it is lower than last year's rate of 4.2%, this year COVID-19 and other cold and flu illnesses continued to be major reasons for absences. Our conservative approach to illness management, which requires employees to stay home when feeling unwell, also contributed to this result.



Unplanned Absence

% Of Total Hours

Annual Average



Employee Relations



ENGAGEMENT SURVEYS

We recognise that our people are our greatest asset and knowing how our team are feeling, helps us shape our People and Culture Strategy and related programs. In July 2022 our employees were invited to complete a pulse survey and then in March 2023, a more in-depth engagement survey. The surveys were voluntary, with completion rates of 91% and 92% respectively and the results provided valuable insight. We nurture our workplace culture and are delighted to have achieved strong engagement again this year.

EMBEDDING NEW ENTERPRISE AGREEMENT

A key focus for this year was embedding the changes following the successful negotiation and approval of our CET Operations Workplace Agreement in 2022, the fourth Enterprise Agreement since we commenced operations. The agreement covers our technician workforce and we worked closely with them and other stakeholders to ensure a smooth and successful embedding process for all parties.

EMPLOYEE BENEFITS

We offer generous conditions to all employees and benefits that include a fully funded health program with gym membership, salary continuance insurance, additional annual leave, discounts to a number of local businesses and services, and opportunity to participate in community support programs.



Chad Blackwood, Warehouse Coordinator



Team Retreats

In June 2023, we launched our refreshed Vision and Purpose, shifting our primary focus away from delivery of throughput towards having a sustainable, customer-focused export terminal operation.

In order to familiarise our employees with this new ambition, and to allow them to connect with each other, we conducted off-site team retreats at a local venue in Port Stephens. In total, eight overnight events were held to ensure minimal disruption to operations and the family lives of employees. Each retreat group comprised representatives from various functions and levels of leadership across the business. This provided opportunities to learn from different experience and perspectives, and to develop a deeper understanding of the challenges facing different teams.

The groups also enjoyed recreational activities such as 4WD touring of the Stockton Beach Sandunes and an opportunity to sandboard the famous dunes.

Health & Wellbeing

We protect and promote the welfare of our people, with a particular focus on mental health and physical wellbeing.

COVID-19 MANAGEMENT

In February 2022, following a consultation process, NCIG introduced a COVID-19 Vaccination Policy that required proof of vaccination as a condition of entry to our site. It was the intention that this policy would be reviewed in line with Public Health guidelines as the pandemic evolved. As of 1 December 2022, all Public Health Orders that mandated COVID-19 vaccination across all industries ceased. We consulted with our workforce via a review of our COVID-19 risk assessment and concluded it appropriate to remove our COVID-19 vaccination policy from our Health & Safety management system. As of 1 March 2023 it is no longer a requirement for employees, contractors or visitors to provide proof of vaccination to enter the NCIG site.

MENTAL HEALTH

We value our people and protect and promote their mental health. We provide specialist mental health training to proactively support a mentally healthy workforce. During the year, we participated in several initiatives in support of NCIG's mental health strategy and targets, and more broadly to raise local community awareness.

Mental Health Resilience Training

In alignment with the SafeWork NSW's new Code of Practice - Managing Psychosocial Hazards at Work, NCIG provided mental health resilience training. We partnered with Mental Health Movement to facilitate mental health resilience training during our October company-wide communication days. The training provided our

workforce with a process on how to proactively identify contributing factors to poor mental health and what to implement to assist in improved mental health management and help-seeking behaviours.

Raising local community awareness

- **World Suicide Prevention Day Walk** - NCIG once again supported Lifeline Hunter's major fundraiser by contributing \$5,000 to the cause. On 9 September 2022, 14 NCIG employees also joined local community members in a World Suicide Prevention Day Walk to raise awareness, remember those lost to suicide, and prevent further deaths by suicide.
- **Mr Perfect BBQ** - in January 2023 NCIG provided funding to the Mr Perfect BBQ, a community program that serves as an avenue for men to get together socially and offer support to one another. Some of our operational staff attended the BBQ's and connected with other local men involved in the program.
- **R U OK Day Fundraising Lunch** - in line with world suicide prevention day, NCIG held an 'R U OK' day fundraising lunch. This event was sponsored by one of our contractors UGL. During the lunch a psychologist from NCIG's Employee Assistance Program (EAP) provider NewPsych, spoke to our workforce about R U OK day, mental health, and the EAP services NCIG provide. Collectively the NCIG workforce and contractors fundraised more than \$2,000 for R U OK.





PHYSICAL HEALTH

NCIG’s Health and Wellbeing Strategy aims to help our people remain fit for both work and their personal pursuits, and to enjoy functional wellbeing. It promotes initiatives to help our people achieve their health goals, such as physiotherapy for non-work-related activities, weight loss challenges, gym memberships, and participation in sponsored sporting events. As part of our strategy, we offer all employees access to a range of fully funded health and wellbeing programs and benefits which contributes to keeping our workforce engaged.

Bounce Program

For more than 10 years the NCIG workforce has been delivering ‘Bounce’, a leading workplace health and wellbeing program. Developed by NCIG personnel, Bounce provides NCIG a clear health and wellbeing strategy and engages our people through periodic health assessments and targeted initiatives. It helps them to optimise their physical and mental health and provides NCIG an opportunity to maintain a healthy and safe workplace.

Bounce Reset Challenge

Each year NCIG organises an annual challenge that promotes health, regular exercise and social connection. This year, the six-week Bounce Reset Challenge was launched in October, partnering with Ethos Health who facilitated the program. The challenge focused on improving functional movement, decreasing obesity and the prevention of injuries. In addition to the reset challenge, we also launched our Bounce Reset weekly classes. Again facilitated by Ethos Health, these onsite classes promote increased movement and increased physical activity.

Fatigue Awareness Training

In October, Ethos Health delivered a fatigue awareness refresher training session. 93 participants were provided with information on managing fatigue in the workplace through identifying early symptoms of fatigue, managing travel related fatigue, optimising sleep for night shift and how nutrition and physical activity significantly supports your fatigue management.



📷 Matt Wendtman, WHS Coordinator



📷 Matt Wendtman, WHS Coordinator

highlights

85% employees received mental health training

85% employee participation in Bounce Reset Challenge

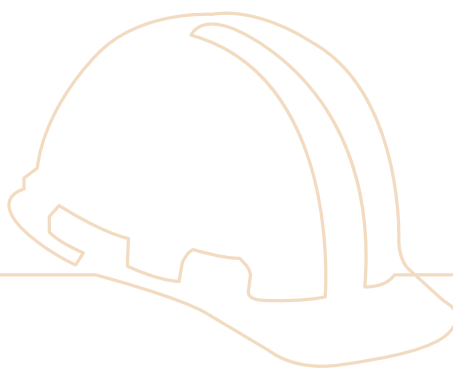
1,667 hours of exercise registered

93 workers received fatigue awareness training

1,434 days without a lost time injury*

*At June 2023

Safety



Our people are at the heart of our business and the prevention and active management of any injuries to our workers is our number one priority.

At June 2023, we reached 1,434 days Lost Time Injury (LTI) free, however we did not achieve our safety target due to recording two low-severity recordable injuries. This resulted in a 5.59 Total Recordable Injury Frequency Rate (TRIFR), a lag indicator of safety culture performance.

SAFETY CULTURE SCORE

NCIG records a Safety Culture Score (SCS) based on the Sentis ZIP Safety Culture Model. This is a lead safety indicator that utilises leadership, person, practices and environment pillars that underpin safety excellence. Our SCS is founded on the premise that all safety incidents are preventable and is used to monitor the proactive activities that are being undertaken and provide an indication of the effectiveness of our safety systems. This highly innovative approach supports continuous improvement in our safety culture and is made up of lead indicators related to hazard reporting, near-hit reporting, incident management process, defect management, preventive maintenance, H&S interactions. We have found a correlation between these indicators and the frequency of incidents that occur. The SCS is calculated and communicated to workers and management on a monthly basis to guide proactive actions that can improve safety performance.



SYSTEMS IMPROVEMENTS

Sustain

Sustain is NCIG’s bespoke incident, hazard and action management system, and enables us to manage, monitor and mitigate our workplace incidents and hazards. Designed and developed by us, Sustain provides a platform for our people to report incidents and hazards, investigate the root cause and reach effective and risk mitigating actions and outcomes. It also includes an intuitive workflow and authorisation system and aims to reduce the likelihood of similar incidents occurring in the future. The visibility of incidents and hazards across the business is integrated into our management reporting processes.

This year we further developed Sustain and our Health and Safety team collaborated with our internal developers to design, develop and implement a new risk assessment module. The module, which is accessible for all NCIG employees, has simplified the process for the facilitation of risk assessments, introduced an automated approval process, created a database to capture all completed risk assessments and provides greater visibility and accessibility to risk assessments for all personnel. The system also allows us to develop actions associated with risk assessments and assign them within Sustain’s action management system.



Following the successful implementation of the risk assessment module in Sustain, a change management module was also added. This enables a change management process, and the risks associated with changes, to be managed including links to underpinning risk assessments. It also incorporates an inbuilt automated approval process, enabling authorised change management events to be readily available to the workforce.

Safety Vitals

Safety Vitals is NCIG’s fatal risk management program that has a primary focus on managing activities that pose risk to our people, specifically those that could lead to serious incidents or that have the potential to result in a fatality. The program comprises six safety vitals (fatal risks).

This year we progressively implemented several improvement initiatives that were identified in the previous reporting period. With a primary focus on managing each safety vital, management procedures were revised providing further instruction on performance expectations. To further embed the program, each safety vital and its critical controls were integrated into NCIG’s HSEC interaction processes and our Take 5 App, improving availability and use in the field. Safety Vital verification audits were also conducted at quarterly intervals.



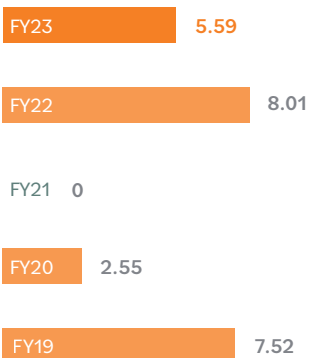
know your vitals for life



Learn more

INJURIES AND ILLNESSES

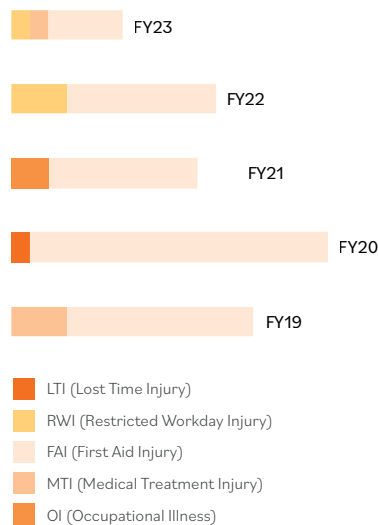
The prevention and active management of injuries to our employees and contractors is an ongoing focus and is a paramount element of our commitment to the health, safety and welfare of our people. Pleasingly, we did not experience any lost time injuries during the reporting period. However, we did record one Medical Treatment Injury (MTI), four First Aid Injuries (FAI) and one minor Restricted Workday Injuries (RWI). The RWI occurred when a contractor strained a shoulder while changing a conveyor idler, resulting in a brief period of restricted duties, while another contractor required medical treatment to remove dust from their eye, resulting in a recorded MTI.



Total Recordable Injury Frequency Rate (LTI, RWI, MTI) Injuries Per Million Hours

The Total Recordable Injury Frequency Rate (TRIFR) is a standard safety metric that includes the number of Lost Time Injuries (LTI), Restricted Workday Injuries (RWI) and Medical Treatment Injuries (MTI) per million hours worked on site.

There was a decrease in all injury types and recordable injuries in FY23 compared to FY22. Although this is reflected in a decreased Total Recordable Injury Frequency Rate (TRIFR) for FY23, unfortunately due to a decrease in the number of hours worked compared to last year, we missed our ambitious target of less than 5.0, scoring a TRIFR of 5.59. The reporting of all injuries, incidents, and hazards remains a pivotal element of NCIG's safety culture, ensuring we identify focus areas and continue to improve as a safe workplace. NCIG includes employees and contractors in its safety metrics and reporting.



All Injuries (LTI, RWI, MTI, FAI, OI)

NCIG's All Injuries metric includes:

- Lost Time Injury (LTI), an occupational injury which results in a worker not being able to work one or more shifts
- Restricted Workday Injuries (RWI), an injury that results in inability to perform routine hours/functions
- Medical Treatment Injury (MTI), a work injury requiring treatment by a medical practitioner, which is beyond the scope of normal first aid
- First Aid Injury (FAI), an injury that can be treated on site with immediate return to work
- Occupational Illness (OI), an abnormal condition caused by factors associated with the employment



First Responder Training Saves a Life

NCIG faced a life-or-death situation when a community member presented to our Wharf Facility guardhouse with severe chest pains. The community member was on their way to the hospital but with their condition deteriorating, they stopped at our wharf facility knowing someone on-site would be trained in First Aid.

The NCIG team quickly enacted emergency protocols, connecting the community member to a defibrillator, and called an ambulance. They guided the community member through the situation, and when the community member's condition deteriorated, they administered CPR and activated the defibrillator. The quick thinking and well-trained action from our team saved the community member's life. The community member was rushed to the hospital for treatment and thankfully survived the incident.

Training & Development



We support our people to learn and grow in their chosen careers and actively support their development.

The personal growth and career development of our people increases their engagement, strengthens their motivation, and encourages teamwork.

We are committed to investing in training for our employees, from a compliance, competence and personal development perspective and to provide opportunities that ensure our people remain engaged and are ready for their next career challenge. Our goal is to increase knowledge and skill capacity to stimulate innovation.

DEVELOPING OUR PEOPLE

Annual performance reviews

During the year we continued to embed Q Review, NCIG's performance system, which centres around success profiles for all roles. Key measures of success are also defined for individual roles, and a framework of expected behaviours included. The behaviours that underpin our culture and the outcomes we deliver are equally reviewed. Expected behaviours include those that contribute to the successful attainment of our sustainability goals. We continue to encourage open conversations between employees and their leaders with equal focus on outcomes achieved through the review period and behaviours. We intend to continue to mature and improve the system and associated processes in the coming years.

Training above role requirements

Our Sustainability Strategy commits to at least 40% of our employees receiving training and development to increase their skill base above their role requirements. Throughout the reporting period 57% of our employees completed training and development activities to increase their skill based above role requirements. Types of training included study at TAFE and university, Trainer and Assessor Cert IV, ZIP training, high-risk training, psychosocial training and leadership training.

Graduate and apprenticeship programs

NCIG is committed to providing opportunities for new entrants to our industry, and we do this through our graduate and apprentice programs. Both of these programs provide participants with invaluable experience at a working coal terminal in a large industrial setting.

We operate a well-established apprenticeship program in collaboration with a local training company, Hunter Valley Training Company (HVTC). The integration of female apprentices also supports our ambitions to increase diversity in technical and trades-based roles. This year, we hosted five apprentices (two male, three female). Two of our apprentices (one electrical, one mechanical) are continuing into the fourth and final year of their apprenticeships. Following a competitive recruitment process, one new apprentice (electrical) was appointed to the program and commenced training in March 2023.

New Graduate Role

In April 2023 NCIG recruited for a new graduate role. The incumbent participates in a two-year structured program, which provides a unique opportunity for a talented and motivated graduate to apply their university studies in an operational setting. It also exposes them to learning opportunities across a variety of core NCIG business functions. Working as part of the Operational Capability and Customer Assurance teams, they receive coaching and mentoring from highly experienced professionals, whilst being tasked with supporting projects that assist in the delivery of key business outcomes. Areas of focus include resource planning, project delivery, logistics and business support.

“There’s a lot to learn starting out a career anywhere, but our industry can be complex. This role provides a graduate with opportunities to acquire unique knowledge and transferable skills, while also learning about where their individual talents and strengths lie.”

Lee Haggerty, Operations Superintendent



Hunter Gilchrist, Graduate



OUR PLANT & ENVIRONMENT

We ensure the *resilience* of our operations while *minimising* our impacts on the environment



We manage our environmental impacts

NCIG commits significant time and resources to managing its environmental impacts, ensuring that we continue to meet the requirements of our project approval as well as the expectations of our employees, community and other stakeholders.

highlights

10% certified green energy

78% reduction in potable water use*

67.6% of total waste recycled

0 material reportable environmental incidents

*Compared to FY15-20 baseline

COMMITMENTS

- Proactively manage our risks through robust systems, processes and scenario planning
- Achieve net zero operational emissions (Scopes 1 & 2) by 2030
- Optimise our air, water and waste management
- Nurture positive outcomes for local biodiversity through our projects and partnerships

GOALS

- Reduce operational emissions (Scopes 1 & 2)
- Minimise reliance on potable water network, in particular during times of high-water stress (drought)
- Achieve minimum possible waste footprint through proactively managing reduction, reuse and recycling where possible
- Increase habitat value of existing lands managed for biodiversity outcomes through active management and partnerships

SDG CONTRIBUTIONS

Our Plant & Environment commitments and goals contribute to the achievement of several SDGs.



Energy

As a large energy user we understand the importance of optimising our systems and processes to improve the way we utilise energy across our terminal.

Since our terminal was constructed in 2010, various improvements have been undertaken to improve efficiency and productivity.

ENERGY CONSUMPTION

The vast majority of NCIG's energy usage is directly related to the electricity required to operate our infrastructure and assets. Our approach to energy management therefore focuses on reducing operational energy consumption at our critical points of demand and procuring a targeted proportion of green energy where feasible. NCIG's total energy consumption for FY23 was 252,016GJ, which was almost 9.5% less than last year. This was primarily due to lower coal throughput and the implementation of energy efficiency projects. This also resulted in a 1.4% increase in our energy intensity levels, to 5,637.9GJ/Mt.

RENEWABLE ENERGY

10% of our electricity used on site was derived from renewable energy sources. The reduction in greenhouse gas emissions associated with this is approximately 4,998 tonnes of CO₂, which completely offset our Scope 1 emissions.

We have begun exploring alternative options that may enable us to procure a greater proportion of renewable energy over the longer term and takes into account a shifting energy market.



Learn more

ENERGY MANAGEMENT WORKING GROUP

Our Energy Management Working Group (EMWG) is a cross-functional team that helps drive energy efficiency projects and continuous improvement across the business. The EMWG collaboratively identifies and assesses opportunities that can maximise energy productivity and efficiency, and those that can reduce our emissions through improved energy practices. It also provides input into the implementation of NCIG's Energy Management Strategy which includes management procedures and promotes energy efficiency practices. During the reporting period the EMWG identified a number of additional energy savings opportunities for further investigation.

ELECTRIC VEHICLES

As part of our shift towards operational net zero emissions by 2030, our Electric Vehicles Project Team continued their efforts on electrifying NCIG's operational vehicle fleet. The team assessed the EV market and provided recommendations for the transition of our operational vehicle fleet from diesel to electric vehicles (EVs). Unfortunately, due to a lack of suitable or commercially viable EVs currently available on the market, NCIG chose not to procure any electric vehicles during the reporting period. The group continues to assess and monitor the EV market to evaluate opportunities as the market evolves. Although the purchasing of EV's was postponed, civil works of planned EV charging station infrastructure was completed during the year.



Reducing conveyor run-on time reduces energy use and emissions

A significant component of our operations is our conveyor system, which is an important infrastructure asset that moves our customers' coal across our site. These conveyors typically "run on" for approximately 30 minutes after they have completed a task to mitigate operational risks related to stopping and re-starting conveyor drive units that regulate input voltage during conveyor use. Eighteen months ago, we began analysing how much electricity could be saved if we reduced the run-on time from 30 to 5 minutes, while still managing the operational risks. Multiple stakeholders across the business were consulted and an engineering assessment report reviewed multiple options for implementation. The conclusion was that the project had the potential to save around 3,600GJ (1,000,000kWh) per annum. The reduced run-on time was implemented at the beginning of the reporting period and has been operating successfully ever since. This project was employee-led and has provided both emissions and financial cost savings, and has reduced wear and tear on the infrastructure.



Emissions

NET ZERO OPERATIONAL EMISSIONS BY 2030

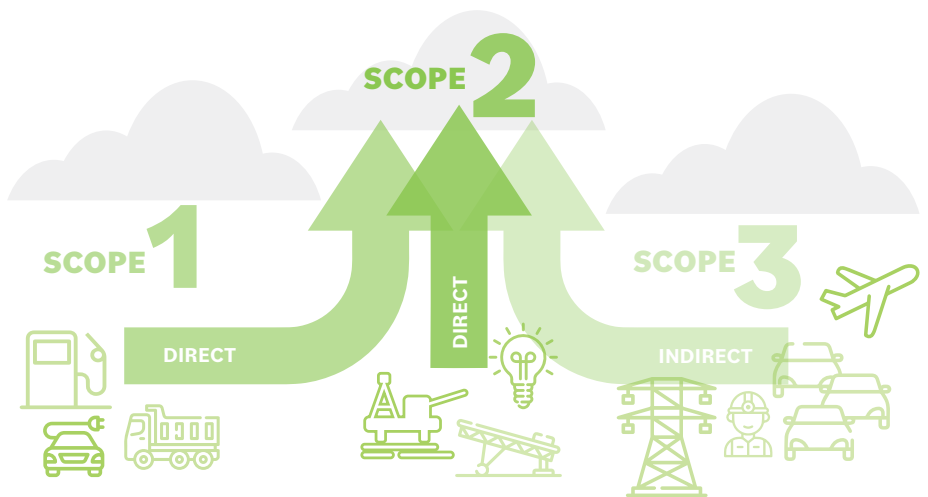
OUR EMISSIONS COME FROM

NCIG’s approach to identifying the sources of our emissions and quantifying them is aligned with the Greenhouse Gas (GHG) Protocol: A Corporate Accounting and Reporting Standard, the world’s most widely used greenhouse gas accounting standards for emission measurement.

In FY23, NCIG’s total tonnes of carbon dioxide equivalent (tCO₂e) emissions (Scope 1 and 2) from operations was 45,317tCO₂e, a decrease of 16.3% when compared to 54,156tCO₂e last year. This was primarily the result of a 9.5% decrease in electricity use during the period (FY23: 68.48MWh, FY22: 75.65MWh). During the year, NCIG continued to purchase 10% certified renewable energy, which resulted in a Scope 2 emissions offset of approximately 4,998tCO₂e during the reporting period. NCIG’s emissions intensity for FY23 was 1,013.8tCO₂e per Mt of coal exported, which is a decrease of 6.2% when compared to 1,081.2tCO₂e per Mt in FY22.



Jason Henderson, Technician Coordinator



SCOPE 1

Scope 1 emissions are the direct emissions created from an organisation’s owned or controlled sources, including company facilities and vehicles.

Our Scope 1 emissions relate primarily to diesel, oil, grease and petrol consumption by vehicles and machinery onsite.

SCOPE 2

Scope 2 emissions are the indirect emissions associated with an organisation’s operations, primarily purchased electricity, steam, heating, and cooling.

Our Scope 2 emissions primarily relate to electricity purchased from the grid, of which 99% is used to operate our infrastructure assets such as conveyor belts, stacker-reclaimers and shiploaders.

SCOPE 3

Scope 3 emissions are the indirect emissions that occur in the value chain, both upstream and downstream.

Our Scope 3 emissions relate to emissions derived from the production and transport of materials purchased by NCIG, as well as emissions associated with employee travel and commuting.

EMISSIONS REDUCTION

Scope 1 and 2 emissions

NCIG recognises the critical challenge the world faces to respond effectively to the risks of climate change, and the importance of a transition over time to a lower carbon-intensive economy. We are aiming to achieve net zero operational emissions by 2030 and are actively working to reduce greenhouse gas emissions within our direct control, specifically our Scope 1 and Scope 2 emissions. We base our planning on a range of plausible and internationally recognised climate-related scenarios and have referenced the SBTi target-setting framework when establishing our future targets.

Scope 3 emissions

At the start of the reporting period independent consultants analysed our previous year's data to identify and quantify our primary sources of Scope 3 emissions using the Greenhouse Gas Protocol. This year we calculated them ourselves using the same methodology (utilising category emission factors) and determined that they comprise less than 15% of our total emissions footprint.

PRIMARY SOURCES OF SCOPE 3 EMISSIONS

Purchased goods and services

Fuel & energy consumed on site

Waste generated in operations

Business travel

Employee commuting

Working from home

Despite having indirect operational control of our Scope 3 emissions, in the short-term we intend to further analyse opportunities to reduce them where feasible.

Emissions reporting

Air quality information was provided to statutory authorities under the National Pollutant Inventory (NPI) Reporting and National Greenhouse and Energy Reporting (NGER) schemes. This reporting illustrated that NCIG emissions were comparable to previous years and are in-line with defined obligations.




DUST & AIR QUALITY

The management of dust from our site is a critical element of our operations. The greatest potential risk of impacting air quality occurs at our dump station during train unloading, our stockyard during coal stockpiling and reclaiming, and during loading of coal onto vessels. We manage this risk through equipment design (such as enclosed plant and infrastructure), controlled work procedures, an extensive water suppression system (stockyard cannons and suppression sprays), real time operational air quality monitoring and by continuously improving our systems and processes. We also have several operational plans and strategic initiatives, such as our Operation Dust and Air Quality Management Plan and our award-winning Integrated Dust Management System (IDMS). We apply weather forecasting and real-time weather data from a site meteorological weather station to calculate the coal moisture and to identify adverse weather conditions which triggers the activation of our automated stockyard and conveyor sprays if the level exceeds specified thresholds. Our Logistics Management System (LMS) also has integrated dust risk forecasting, maximising our potential to improve planning and management of potential dust risks on site. This provides visibility to our operational work crews, especially those planning activities during higher risk weather conditions. In collaboration with neighbouring industries, NCIG also collects dust emission data from multiple dust monitoring stations to confirm that high standards of air quality are being maintained.

One external community enquiry regarding air quality impacts was received in FY23. The enquiry was received in August 2022 from the Environmental Protection Agency (EPA) who were responding to a community complaint received from the residential suburb of Stockton on the 22 August. In response to the enquiry NCIG provided dust monitoring data and a summary of actions that had been undertaken during the period to manage air quality impacts. This information demonstrated that NCIG was meeting all of our dust management obligations and no further actions were required to be taken.

NOISE

We operate in a heavily industrialised area and our activities have the potential to impact local noise amenity. Careful monitoring and management of our noise footprint is therefore an important part of our day-to-day operations. Our Operation Noise Management Plan outlines how we control and actively manage noise emissions onsite. We regularly monitor the noise created onsite by our operational infrastructure and external consultants take noise readings in surrounding residential areas on our behalf. This helps ensure that any noise issues are identified early, and that our plant is maintained and monitored to keep noise levels below specified limits. Noise criteria for our site operations is defined by our Project Approval and Environmental Protection Licence. Noise monitoring undertaken during the reporting period did not identify any exceedances of NCIG noise criteria at residential locations. No noise complaints or enquiries were received in FY23.

 Antonia Moncrieff, Technician

LIGHTING

During FY23 we completed LED lighting upgrades on our stacker reclaimers and shiploaders. The energy efficiency and emission reductions of this type of lighting is beneficial, and depending on operational and environmental factors, we can save around 200-270MWH per annum when compared to traditional lighting. Our focus for FY24 is on investigating further LED lighting improvements across our infrastructure and administration areas to further improve our energy usage associated with infrastructure illumination. One community enquiry regarding lighting was received from a neighbouring resident during the period, however following an investigation by operational staff at the time, it was determined that the lighting source was associated with an adjacent industrial site. We shared the outcomes of the investigation with the resident, and they were appreciative of our response.



[Learn more](#)

Waste



NCIG has a strong tradition of limiting waste to landfill, promoting reuse and recycling, and achieving the best end-of-life use for the products and materials used at our terminal.

highlights

20 different recycling streams

192 tonnes waste recycled

67.6% recycling rate

728kg of soft plastics recycled

81% captured water as proportion of total consumption

WASTE RECYCLING

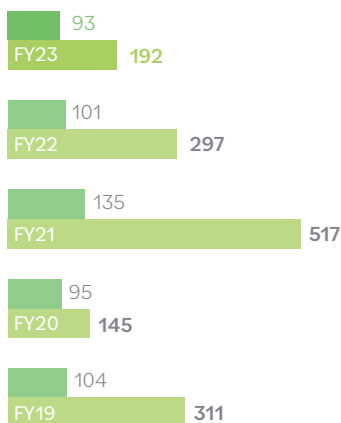
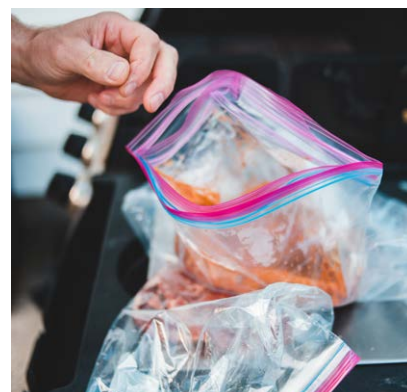
We manage 20 different waste recycling streams, including plastic, metal, timber, paper and cardboard, e-waste, and machine waste such as conveyor idlers. This year we achieved a recycling rate of 67.6% of total waste generated. This represents 192 tonnes of waste recycled. This met our FY23 recycling target of 67.5%. A targeted review of waste management practices and recycling options will be undertaken during FY24 to further improve the volume of waste recycled on site and assist with meeting our FY24 recycling target of 70%.

Hazardous waste

During FY23 NCIG recycled a total of 8.3 tonnes of hazardous wastes produced. These waste streams typically consist of items such as aerosols, waste greases/oils, drums, oil filters and oily water.

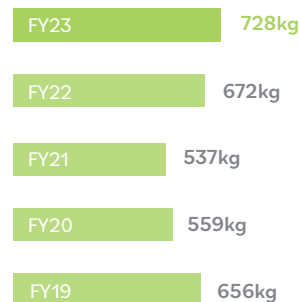
Recycling soft plastics

During the year we once again continued our partnership with Plastic Police. Since 2018, our soft plastic waste has been collected and processed to contribute to the production of recycled products including bench seating, bollards, and sleepers. During FY23 we recycled approximately 728kg of soft plastics through our waste management program.



Waste Generated | Tonnes

■ Landfill ■ Recycling



Soft Plastic Waste | Kilograms

■ Total Annual soft waste collected

Water

NCIG uses water responsibly and avoids impacting surrounding water bodies.

WATER CONSUMPTION

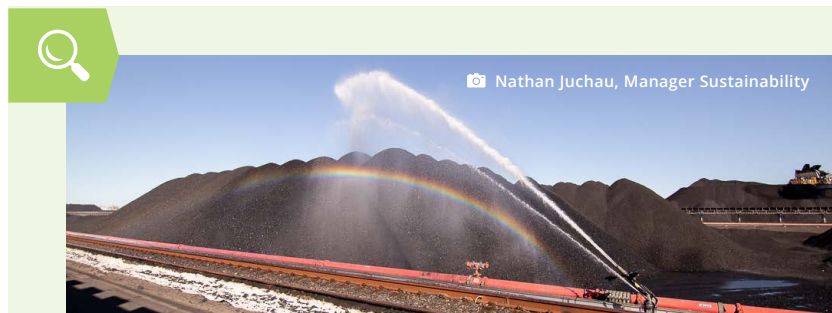
NCIG utilises water for a number of processes onsite and we strive to reduce our reliance on potable water. We have two primary sources that supply all of our operational needs and that we use preferentially over potable water sources. They are our:

- **Raw water system** – predominantly captured stormwater from rainfall runoff across our site that is pumped or gravity fed into our site water storage ponds for re-use
- **Recycled water** – recycled water piped in from a nearby Advanced Water Treatment Facility.

During the year NCIG's overall potable water consumption reduced slightly in comparison to last year, down from 134ML in FY22 to 99ML this year. Compared to our 2015-20 baseline, we once again had a large reduction in potable water use (78%), a result of increased rainfall onsite during the period and the use of just over 40ML of recycled water following the successful commissioning of our recycled water infrastructure. In FY22, we established a three-year target to reduce potable water consumption by 50% and we are well track to meeting this target by FY24.

WATER DISCHARGE

During the reporting period we discharged less than 1ML of stormwater water from our clearwater holding pond which is a great result, as it lessens any risk of receiving aquatic environs and means that the majority of water captured onsite was successfully re-used in our operations for activities such as dust suppression and machine washdown.



Nathan Juchau, Manager Sustainability

Recycled Water Project

NCIG is committed to reducing its reliance on potable water, particularly in times of drought and water scarcity. In April 2023, we proudly launched our Recycled Water Project. In partnership with our recycled water infrastructure partners, coNEXA recycled wastewater is now being piped underground from the Advanced Water Treatment Facility at Steel River to our site, with the goal to reduce our reliance on potable water by 50%—the equivalent of 1,700 residential households annual water usage.

The water is being used to supplement our raw water supplies for dust suppression and machine washdown. The 18-month long project involved

extensive quality and safety assessments, the installation of a metering point, and the construction of a pipeline and calcite filtration systems that remineralises wastewater. It also supports Hunter Water's Lower Hunter Water Security Plan, which is a whole-of-government approach to ensuring the region has a resilient and sustainable water future for the next 40 years.

"We're always looking for ways to operate sustainably and reduce our environmental footprint. When the region experienced drought conditions in 2018 and 2019, we knew we needed to do more to reduce our water consumption, so we invested in an alternative water source."

Aaron Johansen
NCIG CEO

Biodiversity



ENHANCING LOCAL BIODIVERSITY

NCIG is committed to protecting and enhancing the local ecology within our facilities and surrounds through active management and partnerships. We focus our efforts on increasing the habitat value of the fresh and tidal wetland adjacent to our operation. This includes the Hunter Estuary Wetlands, which is listed under the Ramsar Convention, and includes the Kooragang Nature Reserve. These areas provide habitat to several threatened species and communities such as the ground-dwelling tree frog native to Eastern Australia, the Green and Golden Bell Frog (*Litoria aurea*). Our efforts aim to create, restore and enhance the biodiversity of our native flora and fauna in urban environments, creating wildlife corridors and encouraging habitat conservation.

COMPENSATORY HABITAT AND ECOLOGICAL MONITORING PROGRAM

Our ecological enhancement activities focus on increasing the habitat value of existing biodiversity. Our Compensatory Habitat and Ecological Monitoring Program (CHEMP) has been developed to offset impacts to local ecology and involves the ongoing maintenance and enhancement of two compensatory habitat areas: 78 hectares of Green and Golden Bell Frog Habitat and 24 hectares of Migratory Shorebird Habitat.

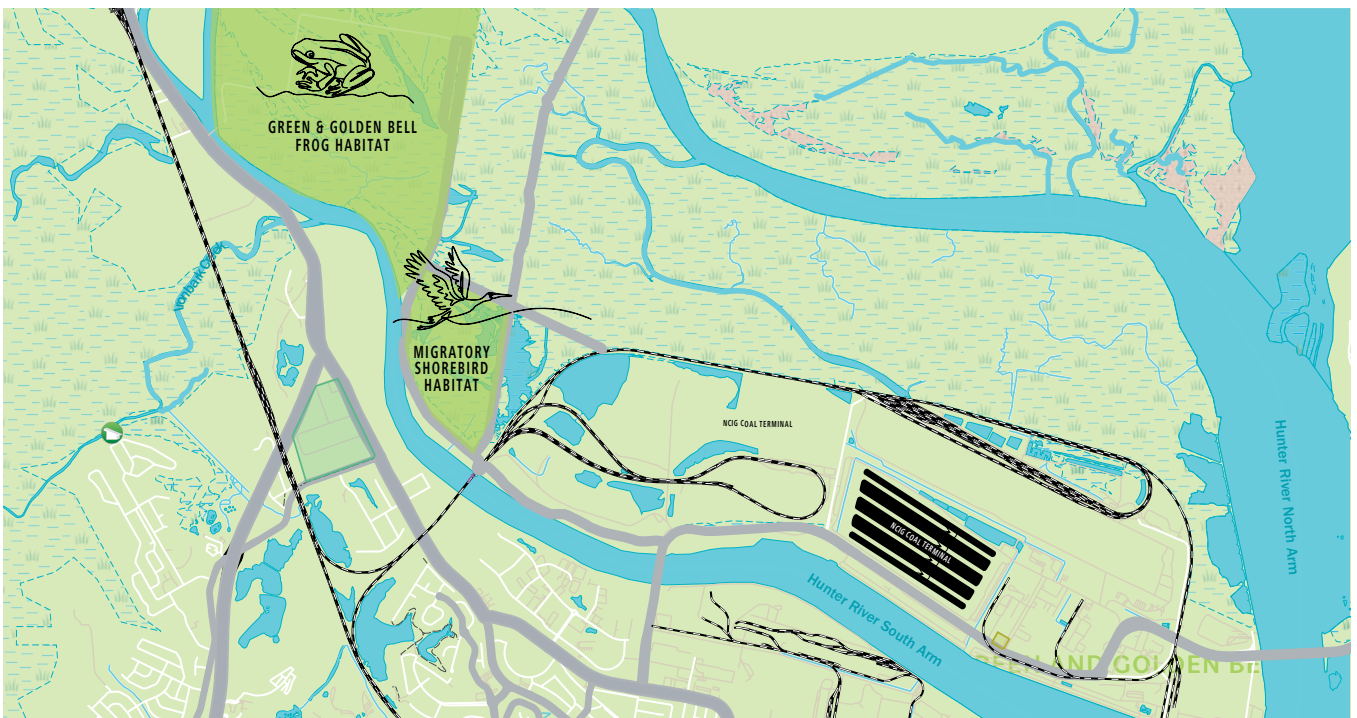
highlights

102ha managed

2 ecological compensatory habitats

14 shorebird species recorded in habitats

\$242,000 committed towards biodiversity conservation initiatives




FROG HABITAT


Our Green and Golden Bell Frog biodiversity monitoring and maintenance program features a 78-hectare landscaped wetland precinct, which provides aquatic and terrestrial habitat for this endangered species. Our Green and Golden Bell Frog Compensatory Habitat is managed in consultation with the NSW National Parks and Wildlife Service.

We also have a long-standing partnership program with the University of Newcastle’s Amphibian Research Group (Conservation Biology Research Group), which supports Post-doctoral research and undergraduate university research scholarships. An island-wide frog monitoring program is also undertaken by the University of Newcastle in partnership with other organisations and industry partners. During FY23 no breeding events were recorded in our compensatory habitat, however several breeding events were recorded across other areas on Kooragang and Ash Island, which demonstrates the importance of this quality habitat mosaic for local conservation management. Our Compensatory Habitat and Ecological Monitoring Program offsets impacts to local ecology located on Ash Island, part of the Hunter Wetlands National Park.



© Craig Mascord, Engineering Officer





© Peter Madden, Environmental & Sustainability Officer

Partnership with NSW Parks & Wildlife Services

NCIG entered into a three-year Biodiversity Partnering Agreement with the NSW National Parks and Wildlife Service in FY23. The main objective of the agreement is to develop artificial cluster ponds on Ash Island to assist frog dispersal across the island, which are expected to further enhance the habitat and encourage breeding of the Green and Golden Bell Frog (*Litoria aurea*). The frog, whose optimum habitat is unshaded waterbodies, is listed as endangered in the NSW Threatened Species Conservation Act 1995 (TSC Act) and the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). Our contribution of \$80,000 over a three-year period will be used to assess, plan, coordinate and construct the artificial ponds. The project is expected to contribute to conservation efforts and demonstrates ongoing commitment to environmental stewardship and biodiversity enhancement.





© Ross Zimmerman, Hunter Bird Observers Club.

Mangrove Removal Project

During the year we continued our maintenance activities on our Migratory Shorebird Compensatory Habitat area (Area E). Removal of mangroves contributes to a safe environment for migratory shorebirds to forage and roost, by giving them full visibility of their surroundings which reduces the risk of predation by feral animals such as foxes. The mangrove removal also allows existing populations of saltmarsh to grow and expand across the mudflats created by our tidally controlled smart gate. Although access into the area has been restricted over the last couple of years due to prolonged wet weather, we successfully completed the removal of re-emerging mangroves from the compensatory habitat area.



OUR COMMUNITY & STAKEHOLDERS

We *collaborate* with communities, industry partners and government to achieve *positive* social and economic outcomes



We proudly support our local community

We support and actively participate in our local community, contributing to long-term social, environmental and economic value creation. Our proactive participation and approach to community and stakeholder engagement, enables us to connect with and develop deeper relationships, forge opportunities for collaboration and contribute to the broader prosperity of our region.

highlights

\$344,000 invested in community initiatives

59 local community groups supported

4 STEM related initiatives supported

86 site tours

70 employees participated in community events

COMMITMENTS

- Contribute to local economic prosperity through local employment and procurement
- Invest in the STEM talent pipeline of today and tomorrow and contribute to building local technical capability
- Commit our capabilities and resources to support our community's education, health and environmental sustainability

GOALS

- Support local economy and prosperity
- Establish and maintain strong relationships with local community and other stakeholders that lead to positive business outcomes
- Maintain positive interactions with local community groups to maintain social licence to operate

SDG CONTRIBUTIONS

Our Community & Stakeholder commitments and goals contribute to the achievement of several SDGs.




Community Support



We recognise the importance of empowering our local community and contributing to its long-term resilience and prosperity. We provide financial and in-kind support to local organisations and community groups that reflect and share our values through our community investment programs, which includes grants and partnerships. We aim to support projects and programs that enrich, empower and benefit the wellbeing of people living in the Newcastle and Hunter Region. The outcomes that have been created so far include social welfare programs, improved physical and mental health, increased and improved access to education, and enhanced local amenities and the environment.

COMMUNITY INVESTMENT PROGRAMS

We are a proud Australian business and contribute to the prosperity of our local region through initiatives and programs that create value for our local communities, environment and economy. Our annual FY23 target for community support was \$330,000 annual investment in community initiatives across a minimum of 30 community groups, and support for at least four STEM related initiatives. During the year we met all of these targets when we provided \$344,000 to 59 different community groups and/or initiatives, four of them STEM related. Next year our target is to contribute \$360,000 and support five STEM initiatives.

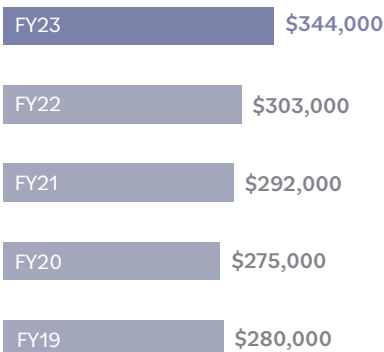
 [Learn more](#)

Actively supporting the local community is an important aspect of what we do. This is achieved through two core programs, providing financial and in-kind support to community groups that work hard to help the local community: our Community Support Program (CSP); and our Community Partnership Program (CPP).

Through these two core programs we aim to meet one or more of the following objectives:

- promote overall community involvement
- promote physical or mental health through activity
- implement community-generated programs to improve local amenity and the environment
- promote and assist in education of our local community.

In addition to our CSP and CPP, NCIG also encourages employee-led initiatives, enabling our people to actively engage and raise funds for important causes in our community.



Annual Investment in Community Initiatives
\$AUD

COMMUNITY SUPPORT PROGRAM

Our Community Support Program (CSP) has been running since 2010 and has contributed more than \$3 million to almost 450 local projects or initiatives that aim to improve facilities and social connection in our community. Our CSP provides financial support to community groups associated with local sporting clubs, community involvement and welfare groups, environmental projects, schools and other community support organisations.

Our open application process runs twice a year and a panel of NCIG representatives assesses the applications. This year we received more than 131 applications, which is a program record. A total of 48 grants were awarded and shared in \$195,000. We hosted two afternoon teas, in November 2022 and May 2023 to congratulate the successful recipients, and to hear more about their programs while also providing an opportunity for recipients to network with each other.

 [Learn more](#)

STAKEHOLDER ENGAGEMENT

This year we launched our new Stakeholder Engagement Framework and Plan to further enhance our relationships with the local community. Key elements of the plan involve interactions with the community through our Community Engagement Group (CEG) and Community Support Program (CSP).



Anthony Richards,
Electrical Supervisor

Got Your Back Sista's 'I Run for Her' campaign

NCIG was again a proud sponsor of Got Your Back Sista's 'I Run for Her' annual campaign, which was held on 16 October 2022.

The community fundraiser reminds all women experiencing domestic violence that there are services and people in the community who can support them. The money raised assists women escaping domestic violence, helping them to set up a safe home with new household items, and helps Got Your Back Sista to run tailored workshops that teach the skills and confidence the women need to feel empowered and thrive.



Newcastle Jets Skills Clinics

NCIG was pleased to facilitate four community-focused junior soccer skills clinics in partnership with the Newcastle Jets.

The clinics gave children from selected charities and community groups the opportunity to meet current Jets players, learn new skills and have some fun.

Clinics involved participants from:

- Got Your Back Sista and Families Supporting Families
- Junior soccer players from Thornton Junior Football Club and Mayfield United Football Club
- Arnetts Football Club, a local club catering to special needs children and their families
- Children of NCIG employees.

All clinics were well received by both parents and children.



Variety Spin for Kids

Variety Spin 4 Kids is a five hour team challenge on stationary spin bikes and NCIG was proud to again be Newcastle's presenting partner. It was our sixth consecutive year supporting the event that raises money for children who are sick, experiencing disadvantage or living with a disability. Our team, 'Bucket Wheels' placed third overall, clocked up a total of 198km and helped the event raise significant funds for Variety. Variety thanked NCIG on their Facebook page,

"Thank you so much, NCIG for your ongoing support of Spin 4 Kids Newcastle since its very inception! We would not be able to bring this event to life without you. You smashed out such an incredible amount of kilometres and have raised an even more incredible amount of funds to help kids in need! We are so grateful."

COMMUNITY PARTNERSHIP PROGRAM

Our Community Partnership Program (CPP) provides additional long-term funding to organisations seeking to implement a larger initiative that benefits the broader community. This year our partnerships continued with several organisations.

- **HunterWISE**, which exposes female school students to the possibility of STEM careers by facilitating site visits and activities that showcase the opportunities available to them.
- **Mission to Seafarers**, which provides physical and mental health support to seafarers arriving by vessel to the Port of Newcastle.
- **Got Your Back Sista**, which offers benevolent relief and support to women and children escaping domestic violence and are at risk of living below the poverty line.
- **Newcastle Jets**, which is the region's premier professional soccer club providing elite athletes from juniors to seniors, an avenue to excel.

EMPLOYEE LED INITIATIVES

In addition to our formal Community Support Program and Community Partnership Program, throughout the year our people often coordinate initiatives to raise money for various other important community causes.

Fundraising and volunteering

Our people organised and participated in several fundraising events during the year. In November we collected toys for the Susan Roskell Toy and Gift Drive. The charity is a small local community group that runs annually to collect toys and gifts from the local community to donate to disadvantaged families at Christmas.

Got Your Back Sista commercial cook-offs

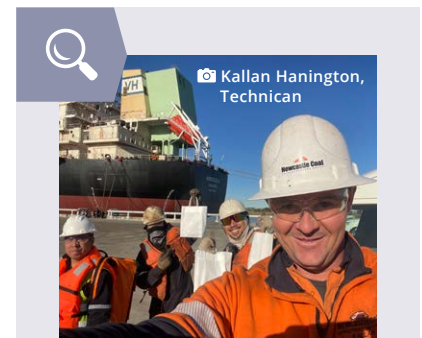
NCIG employees from across our business joined Got Your Back Sista (GYBS) volunteers twice during the year to cook meals for women and children in crisis in our local community. Around 655 meals were cooked, providing at-risk people with a nutritious and easy meal during difficult times. NCIG also funded improvements to the GYBS kitchen cooking facilities in support of the program's ability to maintain its services.

Volunteering

This year was a huge year for our employees volunteering their time in support of causes that matter to us. The number of employees participating in community events was 70, with 192 attendances at 53 events, far exceeding our FY23 target.

Hunter Women's Centre kitchen renovation

NCIG's Customer Assurance Team also completed a number of projects aimed at improving the building and facilities at the Hunter Women's Centre (HWC). The HWC is a not-for-profit community-based organisation that provides services to improve the health and well-being of women in the Hunter through counselling, domestic violence assistance and workshops. It supports women experiencing, or at risk of, family violence or domestic violence or abuse, as well as disadvantaged and marginalised women. One of the projects was a kitchen renovation, which included repairs and painting, and significantly improved the centre's amenities.



Mission to Seafarers Newcastle

Seafarers can spend up to 11 months at sea a year, so when they dock at our wharf facility, we work closely with Mission to Seafarers (MTS) Newcastle to facilitate shore leave. This means the crew can disembark their vessel and travel into Newcastle where they can run errands, stock up on personal supplies or maybe purchase a souvenir. It also gives them a chance to contact their families and friends who they may not have spoken to for some time.

Christmas hampers

NCIG was pleased to deliver Christmas hampers to international seafarers who berthed at our wharves over the Christmas period. Representatives from NCIG attended a packing day at the MTS Newcastle in November and our Customer Assurance Team assisted with the delivery of hampers to the vessels.

International Day of the Seafarer

On 25 June 2023 we celebrated International Day of the Seafarer by giving a small thank you gift to crew members of the vessels berthed at our wharf. Our team bundled up some of the essentials for a life at sea, such as toiletries, fresh socks, and a few small items like a yoyo and confectionery.

Engagement



Our stakeholder relationships are central to our business and our success. We work closely with our community and stakeholders to understand their expectations and concerns and are committed to maintaining strong relationships with them to deliver positive business outcomes.

NEW STAKEHOLDER ENGAGEMENT FRAMEWORK

A new Stakeholder Engagement Framework was developed during the year to assist our workforce and leaders structure and focus their interactions with our key stakeholders across the business. Next year, NCIG's community engagement processes will be reviewed to ensure consistency with contemporary and regulatory expectations in relation to conducting community consultation.

COMMUNITY ENGAGEMENT

Community Site Tours

As part of NCIG's Community Engagement Plan, site tours are offered to the local community to provide an opportunity to gain a greater understanding of our operations. In FY23, we conducted 86 community site tours, 15 of which took place at our Family and Community Open Day. Visitors attending the tours range from schools, local retirees and special interest groups.

Community Engagement Group (CEG) Meetings

Our CEG met three times during FY23 and discussed a range of matters including operational performance, performance against the Sustainability Strategy objectives and targets as well as general community projects. The CEG is our primary avenue for consultation with the broader community around its operations. The community members are provided an update on a number of topics across the business including operational performance, sustainability initiatives, community projects, performance against our Sustainability Strategy and targets.



Family and Community Open Day

In May 2023, NCIG welcomed more than 400 visitors to site for our Family and Community Open Day. The Open Day was the first opportunity for family members, friends and the broader community to view our facilities post-COVID-19.

NCIG team members hosted 15 guided tours on a bus and took our visitors through our Kooragang Island site, providing an up close and personal view of our operations. The site tours provided an insight into all the major infrastructure elements of our business. Visitors saw our Shiploaders in action and our Stacker Reclaimers at close range, and for some it was the first time seeing or touching coal.

We also arranged local vendors to provide coffee, gelato and entertainment. A BBQ lunch was also prepared by community partner, Got Your Back Sista.

A brief, but severe storm occurred during the event, however with the assistance of the operations crew, we were able to enact our Severe Weather TARP, ensuring everyone remained safe. We were able to complete the final round of tours and activities after a short delay when the weather had cleared. The event was highly successful and provided our visitors with a real sense of the core of our operations.

"To get a chance to see the Stacker Reclaimers and learn about the journey of the coal from the dump station all the way to the Shiploader was such a unique experience. Thanks, NCIG for opening the gates to us today!"

Callum, Open Day attendee from Shortland.

Community enquiries and complaints

In addition to our regulatory obligations, we always welcome constructive feedback and aim to proactively communicate and engage with the community and stakeholders around our operations. There were no registered complaints received during FY23, however there were three external enquiries received.

- The EPA passed on an enquiry from a resident of a neighbouring suburb regarding depositional dust following strong NW winds in August 2022. Responding to the EPA’s request, we provided information regarding our preventative dust management actions and additionally our air quality monitoring records. The EPA concluded that NCIG had met all dust management obligations and did not materially contribute to the issue.
- A community enquiry was received in December 2022 in relation to a delivery truck driving dangerously on nearby Cormorant Road. An investigation into the enquiry confirmed that the truck was not associated with NCIG’s operations.
- A community enquiry regarding lighting was received from a neighbouring resident, however upon investigation the source was determined to be associated with an adjacent site.

FY23	0
FY22	0
FY21	0
FY20	2
FY19	0

Registered Complaints

■ Number of Registered Complaints

INVESTOR RATINGS

NCIG once again 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. This year we maintained our five-star rating, which is the highest rating possible, and achieved an overall score of 96/100 ranking first in our peer group. This great result once again reflects our significant progress in recent years with regards to our sustainability strategy, targets and performance reporting of ESG-related risks and opportunities.



Our corporate sustainability risk and performance was also rated by Sustainalytics, a global leader in ESG research data serving institutional investors and corporations.

As at April 2023, we achieved a

- rating of **Low** for ESG risk exposure
- rating of **Strong** for management of relevant ESG issues
- ranking of **3rd of 389** global companies in the Transportation Industry Group
- ranking of **454th of 15,491** global companies in the Sustainalytics database.

AWARDS & RECOGNITION



ESG Excellence Directors Award

NCIG is proud to have received the 2022 ESG Excellence Directors Award at the recent Foresight Engage conference.

Foresight is a sustainability-led assets and investment manager, who manage more than \$22 billion of assets for some of the world’s largest institutional and private investors.

The conference brought portfolio companies together with the objective of enhancing business performance through knowledge sharing and collaboration. NCIG was also invited to talk about its approach to sustainability at the two-day event. NCIG’s sustainability team presented key steps on their journey, developing Sustainability Strategy Framework and increasing transparency.

KEY STAKEHOLDER ACTIVITIES IN FY23



COMMUNITY

- Three Community Engagement Group meetings (September, December and April).
- Hosting of site tours for community members and groups throughout the year.
- Community Open Day in May 2023 welcomed more than 400 people.
- Two afternoon teas hosted for Community Support Program recipients, totaling 48 community groups.



CONTRACTORS

- Regular meetings with our contractors on workplace safety, operational performance, major shutdowns, and other critical site activities were undertaken throughout the year.
- Internal site bulletins and daily contractor 'Toolbox Talks'.
- Contractor companies are required to complete regular risk-based health and safety audits to maintain accreditation to work on the NCIG site.
- Our site HSEC consultation committee, which has contractor representation, meets bi-monthly to discuss updates on safety, environment and sustainability.



CUSTOMERS / SHIPPERS

- Consultation with our customers is a continuous and consistent activity.
- Monthly meetings inform customers of performance and logistics updates and provide a regular opportunity for customer feedback.
- Second Customer Satisfaction Survey.
- 45 customer site tours.



EMPLOYEES

- Our employees participated in a pulse survey and a more in-depth engagement survey. Both surveys were voluntary and completion rates were 91% and 92% respectively and feedback was provided on the way NCIG rewards, recognises, supports and engages its people.
- Regular Communication Days inform employees about our performance, progress against targets and any special projects and/or achievements.



INVESTORS & INSURERS

- Our Commercial Team regularly liaises with representatives of our major investors and insurers and (potential) insurers and lenders, often in continuation of our long-standing relationships.
- Participation in the 2023 GRESB Benchmark, which assesses our ESG strategies, policies, management approach and performance.
- 7 site tours for business, insurance and finance sector partners.



GOVERNMENTS & REGULATORS

- NCIG has specific regulatory frameworks and reporting requirements for which we fully meet our obligations.
- Site tours for the Reserve Bank and NSW Department of Planning & Environment.
- Following a request from the Newcastle/Hunter division of the EPA, NCIG agreed to host a site tour of the terminal on 19 May. The visit included officers from the EPA's Wollongong office who were interested in understanding NCIG's dust management controls. Feedback from the tour was positive with the EPA appreciative of the opportunity and for NCIG taking the time to show its officers around the terminal.



INDUSTRY

- Cooperation with Mission to Seafarers for Christmas hampers and International Day of the Seafarer gift packs.
- NCIG and the Hunter Valley Coal Chain Coordinator (HVCCC) concluded a rail order project during the year, with the highlight being the enhancement of information flow between shippers and HVCCC facilitating greater insight into the shippers' railing intentions. HVCCC has made process changes and reporting to support the improvements.
- 3 industry site tours.



GENERAL PUBLIC

- Reporting of our 2022 Sustainability Report, biannual Sustainability Scorecards, providing transparency on our sustainability performance.



SPECIALIST GROUPS

- Presented our Biodiversity approach and performance at Hunter Estuary Forum.
- Collaborations with National Parks and Wildlife Services and other government agencies, University of NSW Water Research Laboratory, University of Newcastle, and the Hunter Bird Observers Club.



SHAREHOLDERS

- Our Board comprises of representatives from each of our shareholders. A performance report is provided to the Board monthly, and Board meetings are held quarterly.



SUPPLIERS

- We value collaborative relationships with existing and potential supply partners. We work closely with our suppliers and conduct collaborative contract reviews, which are a continuous feature of the NCIG supplier relationship.

Procurement



We are committed to supporting the prosperity of Newcastle and the Hunter Region and aim to source as much as possible from local businesses.

Building on our Sustainability Strategy Framework, we established a target of 70% of total expenditure to be spent locally, which we achieved this year.

SUPPORTING OUR LOCAL ECONOMY

NCIG aims to make purchasing decisions that meet our operational needs while minimising the social and environmental impacts of the goods or service being procured. We also want to make a substantial economic contribution to the prosperity of our local region by giving preference to local businesses where feasible and within our procurement guidelines.

We aim to source as much as possible from local businesses with many of our critical supply partners based in Newcastle and the broader Hunter Region. Local procurement for NCIG means the purchase of goods and services from businesses that have a local office in the Local Government Areas of Newcastle, Port Stephens, Lake Macquarie, Maitland, Dungog, Muswellbrook, Upper Hunter, Singleton, Cessnock and Central Coast. Our pre-tender identification process also considers local businesses, and our tender evaluation process weights local businesses favourably.

Through our local procurement strategy in FY23 our total local spend was \$28.2 million, which is 73% of our total procurement expenditure. The total amount spent within the rest of Australia was \$10.5 million, bringing total spend in Australia to \$38.7 million (99.5%).

SUSTAINABLE PROCUREMENT

Each year NCIG typically purchases more than \$30 million worth of goods and services. We recognise that this represents opportunities for us to promote social and economic value creation, and to contribute to the potential for development of social and environmental innovation. In FY24 we intend to review our procurement processes to explore how we can look beyond our standard assessment criteria and outline broader social and environmental considerations.

MODERN SLAVERY

NCIG is part of a global value chain, and we acknowledge we are potentially exposed to modern slavery risks. We are committed to acting ethically and with integrity across all of our business dealings and relationships. This includes implementing effective systems and controls to ensure modern slavery does not occur in our business.

We strive to uphold the Modern Slavery Act 2018, which requires prescribed businesses to prepare due diligence measures to combat slavery in their supply chains. We believe that we take appropriate steps to reduce and mitigate the impacts of modern slavery within our supply chain. Accordingly, we have incorporated modern slavery provisions into our contracts and procurement documentation.

Modern Slavery Policy

Our Modern Slavery Policy outlines the expectations we have of our employees and details the actions that are to be taken in the event of the identification of modern slavery within our business processes. This policy was reviewed and approved by our Board in December 2022. Our annual Modern Slavery Statement, which can be found on our website, outlines the progress we have made during each year and identifies future actions that aim to increase internal awareness of modern slavery risks across the business.

Modern Slavery reporting

NCIG's Annual Modern Slavery Statement was approved by the NCIG Board in November 2022, and submitted to Australian Border Force in accordance with the requirements of the Modern Slavery Act 2018.

highlights

\$38.9M total expenditure

\$28.2M spent with local suppliers

\$10.5M spent with other Australian suppliers

99.5% total expenditure in Australia

\$0.2M spent with rest of the world

Employment

Our approach to recruitment and selection promotes local opportunities. NCIG is committed to supporting the prosperity of Newcastle and the Hunter Region through our recruitment and selection approach to promote local opportunities.

We believe that local employment is critical to maintaining a responsive and agile workforce and is a key principle in our strategy to optimising sustainable operations. It is also important to us that we provide opportunities for quality employment within our local community and provide skills training for future employability of our employees.

EMPLOYING LOCAL PEOPLE

During the year we welcomed 16 new people across various areas of the business, which is significantly more when compared to previous years. All of our new hires reside in our local area.

We have a strong tradition of engaging local contractors, across maintenance, engineering, human resources and other specialist services. The daily operation of NCIG relies on the critical role played by a number of our key contractors, particularly in maintenance functions across several specialised technical disciplines. Representatives from contracting organisations such as Downer, Port Hunter Conveyors, Cleanaway, Doito, Goldsprings and Wheeler Cranes, were familiar faces within our business throughout the year, and are an important part of the NCIG team. NCIG's contracting philosophy is critical to a responsive and agile workforce. We will continue to support local businesses in this endeavour, a key principle in our sustainability approach.

WORKFORCE OF THE FUTURE

For several years NCIG has nurtured industry partnerships that stimulate careers in STEM (Science, Technology, Engineering and Mathematics). This is important to us because our current and future success of our business relies on engineering excellence. We currently support two STEM programs that are led by a group of passionate academics and teaching professionals at the University of Newcastle, namely:

- SMART Program for primary school students in Years 4 to 6
- HunterWISE Schools Outreach Program for female high school students in Year 8.

We are proud of these powerful programs that open up the opportunity to foster the future talent of our industry and to support an increase in female participation in STEM-related futures.



SMART Program STEM Club

This year was the first for NCIG's Structural Engineers to join the University of Newcastle's SMART Program to assist with their STEM Club workshops. The STEM Club is a six-week program that provides hands-on workshops for up to 20 primary school children in Years 4 to 6, where they learn skills that will support their future STEM studies and careers.



HunterWISE

For five years NCIG has supported HunterWISE through our Community Partnerships Program.

HunterWISE is an inspiring initiative whose mission is to empower and create opportunities for young women and girls pursuing careers in STEM industries.

The HunterWISE Schools Outreach Program is a 10-week intensive program for female high school students in the Hunter Region. It aims to increase the number of girls taking HSC STEM courses, and ultimately, participation in STEM careers. Students participating in the program visit our facilities, engage with our technical professionals, and discover the wide range of career possibilities within our industry. Using a problem-based approach, the program links young female students and their teachers with successful women in STEM to address problems in their local community.

This year students from Hunter School of Performing Arts and Callaghan College Waratah heard from two of NCIG's female Structural Engineers, Emma Creasey and Nicole O'Hearn, who shared their career pathways and coordinated practical activities for the class to enjoy.



OUR OPERATIONAL PERFORMANCE

Committed to
delivering a *premium*
service to meet our
customers' needs



Our quest is for operational excellence

Our quest for operational excellence focuses on sustainably optimising throughput and vessel loading rates to ensure our customers can achieve the best possible return on their investment. This year there were several challenges to our operations including a prolonged La Niña weather system experienced on the east coast of Australia. Nonetheless, our modern, highly automated operations ran effectively with a lean workforce, and we provided strong operating and asset management practices.

highlights

44.7Mt

Coal Loaded

497

Ships Loaded

5,516

Trains Unloaded

74.9Mtpa

Operating Capability

3.8 days

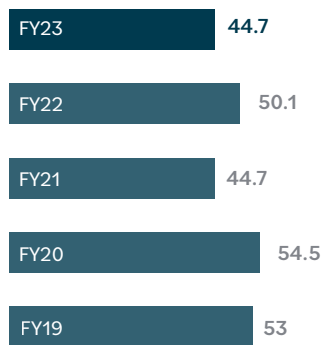
Vessel turnaround time

Our results are a true reflection of our business resilience, innovation and risk management culture, particularly considering additional controls that were implemented in the first half of the year to minimise the impact of COVID-19 on the health, safety and welfare of our workforce.

TERMINAL THROUGHPUT

Terminal throughput is the amount of coal we load onto vessels. This year our total terminal throughput was 44.7Mt, which is 10.8% less than last year and reflects a notable reduction in volumes through the broader coal chain. Successive La Niña weather events, with increased rainfall on the east coast of Australia during the first half of the year, contributed to the interruption of mine production and the damaging of rail infrastructure. Despite reduced volumes however, the value of the coal handled has never been higher. With a change in the seaborne coal market, due to supply side constraints and global energy market uncertainty, the price premium for higher quality thermal coal increased significantly. As a result, our customers’ product mix adapted to target the premium coal market.

During the year, in the worst of the La Niña conditions, a local rail line at Maitland was inundated for 12 days, resulting in the lowest monthly throughput since early 2021. Many of our customers were also severely impacted with site access. It also caused long periods of freshwater flow into the Hunter River and harbour restrictions, such as restrictions to Capesize vessels entering the harbour and movements only allowed on the flood tide. Planning became challenging due to drops in water density as ships have a lower buoyancy in freshwater and can carry less cargo.

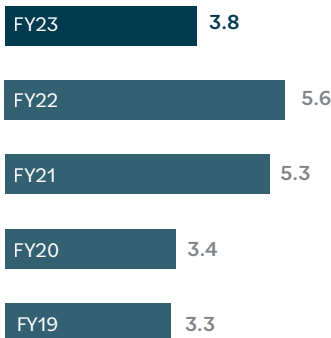


Throughput | Mt

VESSEL TURNAROUND TIME

Vessel turnaround time (VTAT) is a metric of the total time of a vessel loading event, including all delays encountered. It is calculated as the time between vessel arrival to the port until completion of the loading event at NCIG. The average vessel turnaround time for FY23 was 3.8 days. Other time categories of the VTAT metric, such as ‘vessel time at berth’ and ‘wait off coast’ remained consistent throughout the year, indicating a solid performance of our shiploaders and the operation and maintenance teams who supported our service delivery.

Vessel turnaround performance during the year was negatively impacted by coal availability (mainly due to adverse weather impacting coal production and rail logistics), and harbour disruptions (mainly due to vessel movement restrictions due to adverse weather and swell conditions). The impacts of flooding and wet weather on the harbour increased vessel movement delays, particularly the vessels that required more deballast time and spent longer at berth. Nonetheless, our consistency in providing fast vessel turn around can be attributed to good load rates and management of plant availability. Changes to harbour pilot availability were also welcomed.

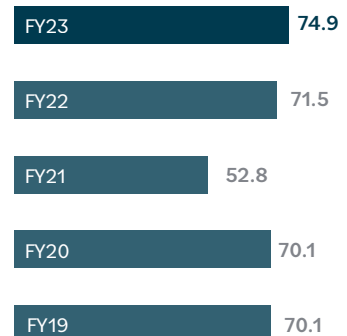


Vessel Turnaround Time | Days

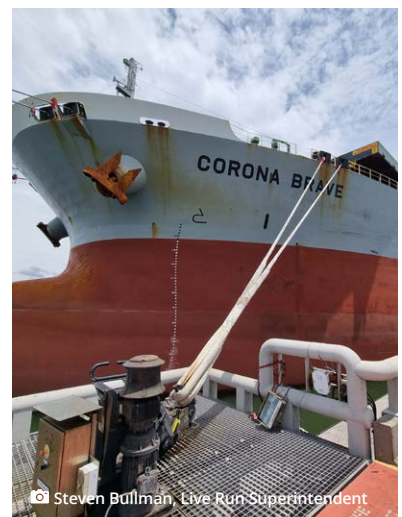
OPERATING CAPABILITY

Operating capability is NCIG’s measure of the potential throughput had demand been available. It is calculated by extrapolating the actual performance of the terminal across ‘vessel sized’ gaps where the terminal is under-utilised. The target operating capability for FY23 was determined, via simulation modelling, to 72.3Mtpa. The full year result was 74.9Mtpa. The primary contributors to this result are above target plant availability, relatively low terminal utilisation ensuring many ‘vessel sized’ gaps in operation and above target vessel loading rates, which are a feature of a low throughput operating environment.

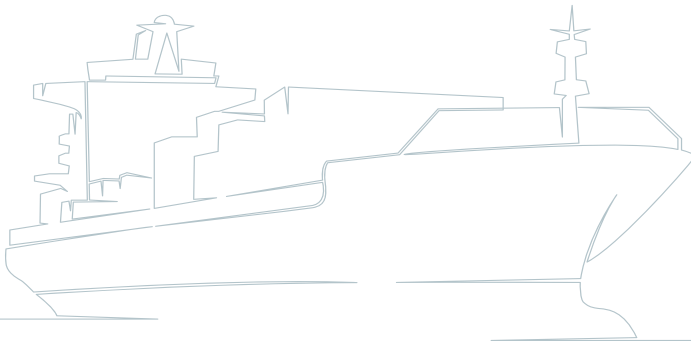
Industrial Action both up and downstream by other service providers impacted operations in November.



Operating Capability | MTPA



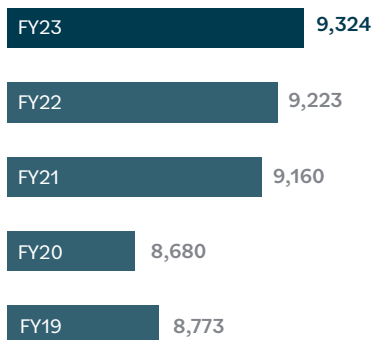
© Steven Bullman, Live Run Superintendent



Blake Leleu, Technician

INBOUND GROSS UNLOAD RATE

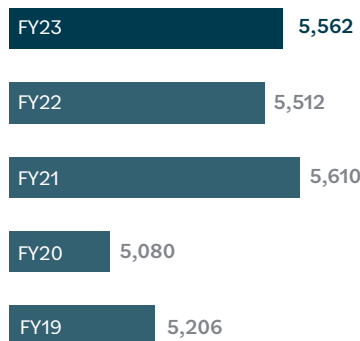
The infrastructure at NCIG continues to operate at levels that are the benchmark for Australian coal terminals. Our terminal’s train unloading performance achieved an average train Gross Unload Rate (GULR) for the year of 9,324tph vs a target of 9,100tph. This performance is the result of a number of factors, in particular the reliability of Rail Haulage Providers (RHPs) fleet and reduced locomotive failures, our automated unloading process and good reliability of our infrastructure. Although coal hang-up in wagon remains the largest cause of delay in unloading, this year the RHPs proficiency also grew, and they are better prepared to facilitate the unloading process with our automated train unloading technology. This has resulted in minimal delays associated with rolling stock infrastructure. In June 2023 we also received the first coal produced from the Malabar mine in the Hunter Valley. We worked with the customer to characterise the coal prior to loading on trains, and subsequently the train discharged and reclaimed without incident.



Inbound Gross Unload Rate (GULR) | Tonnes Per Hour

OUTBOUND GROSS LOAD RATE

In FY23 we saw consistently high vessel Gross Load Rate (GLR) performance of 5,562tph, which was above our target rate of 5,310tph. This year’s highest monthly performance, with an average GLR of 5,921tph, was achieved in November 2022. Reclaimer performance since our optimisation project in FY21 was maintained. This is the single largest improvement and sustaining impact on GLR. There was also better visibility of conflicts using the LMS Live Run system.



Outbound Gross Load Rate (GLR) | Tonnes Per Hour

LOGISTICS AND PLANNING

New stockpile composition tool

A new stockpile composition tool in our Logistics Management System provides customers with information about the proportions of trains present on the stockpiles as well as the quality of their product on the stockpiles.

Density review strengthens reliability of estimates

Despite appearances to the contrary, coal is non homogenous. Particularly blended coal that may be sourced from multiple seams, multiple mine sites and processed differently. NCIG plays a role in making the coal as homogenous as possible when loaded onto vessels. One of the challenges of blended coal is selecting the right density for planning the coal into stockpiles, to ensure the right amount is planned to be loaded. In FY23 we undertook a coal stockpile density review for each individual customer to optimise the quantity that can be stacked in the stockyard. This resulted in improved reliability of predicted capacities matching actual outcomes.

MATERIAL PROCESS INCIDENTS

Material process incidents are those that we consider significantly affect our business, customers or other coal chain stakeholders. They typically involve coal handling process errors, and we aim to remediate them within seven days, in consultation with our customers.

During the year NCIG experienced one material process incident when we discharged one customer's coal on another customer's stockpile. As a result, we did not achieve our target of zero material incidents for the period. A full iCAM investigation determined that the incident was caused by a last-minute change to the train sequence that ultimately exposed a weakness in the control system. We were able to recover the vast majority of the coal cleanly for the customer limiting the actual impact of the incident.

ASSET MANAGEMENT

We take a holistic approach to asset management. We proactively and sustainably manage risks, cost, condition and performance of our assets over the life of the terminal to ensure we deliver the needs of our customers. Our reliability assurance program is built upon a comprehensive preventative Maintenance Strategy and extensive condition monitoring to optimise the life of our equipment, allowing us to conduct major equipment repairs and replacements in a well-planned and controlled manner. This approach maximises equipment availability, minimises safety risk and allows cost prudence to be incorporated into every job. Our engineering teams look to the future, identifying the obsolete parts, the long-term deterioration modes and changes in standards or operating demands to determine the activities that will ensure that the terminal can continue to meet current and future throughput demands of the business.

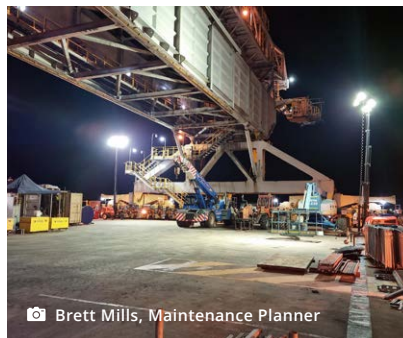
During FY23 several asset management projects were undertaken to maintain or enhance the reliability of our infrastructure.

- **SL02 VSD replacement** - the Variable Speed Drive (VSD) consists of a bank of large electronic components that control the delivery of electricity to the various motors on-board Shiploader 2 (SL02), allowing precise control of speed and distances travelled. In November 2022, the existing VSD was removed due to diminishing reliability and insufficient access to spare parts of this obsolete model and was replaced with a modern equivalent. The project resulted in improved machine control and was completed on time and budget, with no injuries recorded. This project is the fourth part of a six-stage obsolescence replacement program focused on sustaining plant reliability.



Naomí Dockrill, Technology Manager

- **SL02 Tripper Car Launder Remediation** - as part of our protective coating management strategy, repairs to the launders and paintwork on the tripper conveyor structure of Shiploader 2 (SL02) were completed in parallel with the VSD replacement. The two activities were planned with close integration between the works to minimise the outage duration and ensure safety of all involved.
- **SR01 Elevator Conveyor structural remediation** - a 15-day outage was implemented across March and April 2023 to repair corrosion areas on the Stacker Reclaimer. Despite regular interruptions due to inclement weather, the works were completed safely, ahead of time and within cost budget.



Brett Mills, Maintenance Planner

- **Wharf pile wrapping** - works on our maritime structures removed corrosion from the under-wharf piles and structure that supports the wharf deck. Rather than just repainting the piles in the inter-tidal zone, the piles were wrapped with an impregnated fabric that excludes air and moisture to prevent corrosion. The wrapped piles are then covered with plastic shielding that provides protection from damage from marine growth, impact from small vessels and abrasion from mooring lines. With a focus on quality workmanship and addressing the causes of premature coating failure, it is anticipated that the repairs will provide effective service for 20-plus years.

In addition to equipment obsolescence and condition deterioration our improvement projects are also driven to reduce the risk of our operations. In FY23 we completed the following risk reduction projects:

- Upgraded the technology that monitors the speed of the equipment used to raise and lower the boom of our shiploaders. The new system has improved accuracy of the winch speed sensing allowing faster automatic braking should a malfunction occur. This reduces the likelihood and severity of consequences should an unwanted event occur.
- Utilised optic-fibre technology to upgrade the high voltage switchboards on the shiploader to limit the potential arc-flash energy. An arc-flash occurs when a fault in the switch creates a high intensity release of energy, similar to a lightning bolt. This technology detects the leading edge of the arc-flash within the panel and instantly trips the power to the fault, significantly reducing the probability of a fatal energy release reaching people within the switch room.
- NCIG has a comprehensive network of automatic fire detection and control equipment. Following a gap analysis, the fire detection capability on the elevator conveyors of Stacker Reclaimers has been improved.
- Enhanced repeatability of luff and slew positioning of the Stacker Reclaimers. These machines, weighing over 2000T, are amongst the largest fully automated machines (or robots) in the world. It is critical that the machines can stack and reclaim all the material in the stockyard and consistently ensure that nothing is left behind without colliding with adjacent structures or hard ground. The new sensing equipment allows the tip of the 50m long boom to be positioned within 0.3m of the target.

CYBER SECURITY AND DATA PROTECTION

Our cyber security approach includes a series of multi-layered controls that can protect and detect cyber security threats to the business. We have implemented the Australian Cyber Security Centre's Essential 8 (E8) strategy to protect against cyber security threats and mitigate the risk of incidents. Leveraging off the guidelines of this strategy, throughout FY23 our focus was to complete the cloud computing transition allowing for complete network segregation between corporate and operational requirements. NCIG continues to upgrade and apply the latest in cyber security detection and control systems with multiple upgrades to firewalls and monitoring software. We are fastidious in the application of software patching and closely monitor all our systems for identified vulnerabilities. To address the human influences on cyber security, NCIG provides ongoing training for our workforce and conducts random email phishing tests. With growing global trends of personal data theft, we have tightened the controls of this data ensuring that only essential personal data is held and is consolidated within secured systems.

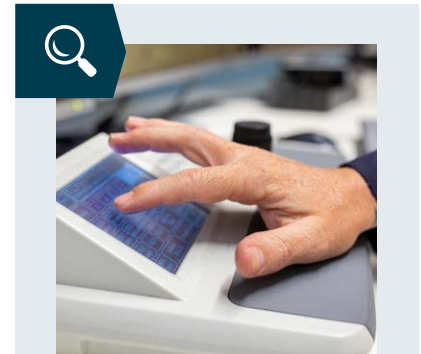
IT IMPROVEMENTS

We run a technically advanced business with state-of-the-art electrical, business and control systems. We invest in technology to continuously improve the efficiency and effectiveness of the service that we offer to our customers. Throughout our history we have critically evaluated the commercially available software offerings relative to what we can create using our own talented workforce. In FY23 we continued this tradition, completing development of:

- a mobile safety app for 'Take-5' risk assessments
- enhancements of our Logistics Management System (LMS) for the benefit of our customers
- the standardisation of the risk assessment tools across the business.

New hardware

In early FY23 our corporate servers were successfully migrated from an on-premise infrastructure to a cloud environment. This change allowed us to replace the existing on-premises IT infrastructure (data storage and computing power) that had reached end of life with new, modern hardware that self-optimises and self-manages the virtual workloads. The new system houses the servers used to operate our equipment, in addition to improving the cyber security profile of NCIG, it reduces the amount of hardware subject to aging and provides scalable, reliable and cost-efficient IT infrastructure.

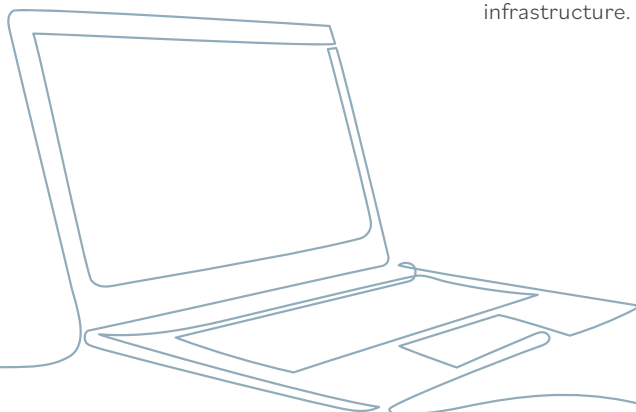


Data warehouse upgrade

The building of a data warehouse application was undertaken to ensure that the data utilised by NCIG in operational decision making and reporting, is accurate and reliable.

Our data warehouse is well-structured for our operational data, and the project focused on the process of clearly defining and loading the corporate data metrics.

The ongoing process will involve monitoring and alerts that identify failed data loads, resulting in only quality, reliable and consistent data being loaded into the data warehouse. The project will also look at data governance and security of data to ensure effective data management from end-to-end.



2023 ESG Data

OPERATIONAL PERFORMANCE	FY23	FY22	FY21	FY20	FY19
Throughput (Mt)	44.7	50.1	44.7	54.5	53.0
Inbound Gross Unload Rate (tph)	9,324	9,223	9,160	8,680	8,773
Outbound Gross Load Rate (tph)	5,562	5,512	5,610	5,080	5,206
Operating Capability (Mtpa)	74.9	71.5	52.8	70.1	70.1
Number of trains unloaded (train count)	5,516	6,089	5,586	6,998	6,913
Number of ships loaded (vessel count)	497	545	477	594	566
Vessel Turnaround Time (days)	3.8	5.6	5.3	3.4	3.3
Material Process Incidents	1	0	2	0	0

PEOPLE & CULTURE	FY23		FY22		FY21		FY20		FY19	
PEOPLE	M	F	M	F	M	F	M	F	M	F
Employees - full time	83	17	81	13	77	15	88	11	87	10
Employees - part time	7	4	4	5	6	6	0	7	2	7
Fixed term - full time	1	0	1	1	1	1	1	1	1	2
Fixed term - part time	0	1	0	1	0	1	0	0	0	2
Total number of employees	113		106		107		108		111	
BY AGE										
<30	5	8	4	7	1	9	1	5	1	5
30-50	54	10	53	11	62	13	62	13	62	14
>50	32	4	29	2	21	1	26	1	27	2
LEADERSHIP										
Executive Leadership Team	6	2	6	2	5	2	5	2	5	2
% Leaders that identify as female	25%		25%		28.6%		28.6%		28.6%	
RECRUITMENT & RETENTION										
New hires	8	8	9	2	2	6	1	3	3	3
% New hires that identify as female	50%		18%		75%		75%		50%	
Voluntary employee turnover (%)	8%		7.5%		5.6%		2.8%		4.5%	
GRADUATES & APPRENTICES										
Number of new apprentices placed	1	0	1	1	0	0	0	2	0	0
Total number of apprentices hosted	2	3	1	3	2	2	2	2	2	0
Number of new graduates recruited	1	0	0	0	0	0	0	1	0	1

PEOPLE & CULTURE CONT...	FY23	FY22	FY21	FY20	FY19
SAFETY					
Fatalities	0	0	0	0	0
Lost Time Injuries	0	0	0	1	0
Restricted Workday Injuries ^{a*}	1	3	-	-	-
Medical Treatment Injuries	1	0	0	0	3
First Aid Injuries	4	8	10	16	10
Occupational Illness ^b	0	0	2 ^b	0	0
Lost Time Injury Frequency Rate (LTIFR)	0	0	0	2.55	0
Total Recordable Injury Frequency Rate (TRIFR) ^c	5.59	8.01	0	2.55	7.52
Hours worked (Employees + Contractors)	357,526	374,370	466,916	391,456	399,178
Rolling days without lost time injury	1,434	1,068	703	338	1,094
<small>a Prior to FY22, Restricted Workday Injuries were classified as Lost Time Injuries b Prior to FY21 Occupational Health Illness was monitored and reported within other injury types c TRIFR is defined as the total number of recorded injuries requiring medical treatment per million hours worked on site. Tracked for NCIG personnel and operations-based contractors in PULSE. Prior to FY22, we reported TRIFR as Lost Time Injury Frequency Rate</small>					
HEALTH & WELLBEING					
Unplanned absenteeism (% of total hours)	3.6%	4.2%	2.7%	3.4%	3.2%
Employees receive mental health training (%)*	85%	84%	-	-	-
DIVERSITY & INCLUSION					
Number of female employees	22	20	23	19	21
% Women in total workforce	19%	19%	21%	18%	19%
% Recruitment activities with shortlist involving female candidates*	100%	88%	-	-	-
TRAINING & DEVELOPMENT					
Total average hours of training per employee	33	34	55	47	30
% Employees receive training and development above role requirements*	57%	58%	-	-	-
EMPLOYEE ENGAGEMENT					
Percentage of employees covered (%)	100	100	100	-	-
Survey response rate (%)	92	86	95	-	-

* First time reported in alignment with targets established in FY22

OUR PLANT & ENVIRONMENT	FY23	FY22	FY21	FY20	FY19
EMISSIONS					
Greenhouse gases (tCO₂e)					
Total Scope 1 + Scope 2	45,317	54,156	51,614	67,923	66,258
Scope 1	324	366	514	333	349
Scope 2	44,993^d	53,790 ^d	51,100 ^d	67,590	65,909
Emissions intensity (tCO ₂ e/Mt throughput)	1013.8^d	1,081.2 ^d	1,154.4 ^d	1,247.4	1,250.9
Air quality (kg)					
Particulate matter 10 um	62,564*	57,351	56,075	66,400	59,885
Particulate matter 2.5 um	344	409	576	57	58
^d Includes calculated reduction in emissions associated with certified green energy procurement					
[*] Estimated utilising NPI model and associated algorithms. Increase in calculated dust emissions in FY23 is a result of decreased rain days within the reporting period.					
ENERGY					
Total energy consumption (GJ)	252,016	278,436	260,456	305,942	295,258
Transport fuels (GJ)	2,849	3,112	3,614	4,503	4,795
Stationary fuels (GJ)	2,633	2,974	4,501	1,041	1,105
Electricity (GJ)	246,532	272,350	252,341	300,398	289,358
% purchased certified green energy	10%	10%	10%	0%	0%
WATER					
Annual rainfall at NCIG (mm)*	1,049	1,285	1,480	814	665
Potable water consumption (ML)	99	134	155	530	440
Captured water consumption (ML)	525	570	564	505	424
Recycled water consumption (ML)	40.4	0	0	0	0
Captured water as proportion of total consumption (%)	81%	81%	78%	49%	49%
Water usage intensity (ML/MT throughput)	15	14	16	19	16
Reduction in potable water use (%)**	78%	71%***			
[*] Annual rainfall figures represent measurement of rainfall captured at NCIG					
^{**} Reduction in potable water use per year compared to FY15-20 baseline					
^{***} Reduction in potable water use primarily due to high rainfall in FY22 and compared to FY15-20 baseline.					
BIODIVERSITY					
Hectares managed (Ha)	102	102	102	102	102
Successful Green and Golden Bell Frog breeding events	0	0	1	1	2
Number of Shorebird species recorded in Compensatory Habitat	14	10	11	9	11
Number of Migratory Shorebird species observed in Compensatory Habitat	8	5	5	3	5
Funding committed towards biodiversity conservation initiatives (\$)	\$242,000	\$231,000	\$193,000	\$188,000	\$268,000
WASTE					
Total waste generated (tonnes)	284	398	652	240	415
Recycling (tonnes)	192	297	517	145	311
Landfill (tonnes)	93	101	135	95	104
Total waste recycled (% , tonnes)	67.6%	75%	79%	61%	75%

OUR PLANT & ENVIRONMENT CONT...	FY23	FY22	FY21	FY20	FY19
Waste generation capacity (t/MT throughput, tonnes)	6.4	7.9	14.6	4.4	7.8
Soft plastic waste collected (kg)	728	672	537	559	656
Cumulative soft plastic waste collected since 2018 (kg)	3,593	2,865	2,195	1,658	1,099
REGULATORY COMPLIANCE					
Material Reportable Environmental incidents	0	0	1	0	0
Registered environmental complaints	0	0	0	2	0
Environmental fines or penalties	0	0	0	0	0

OUR COMMUNITY & STAKEHOLDERS	FY23	FY22	FY21	FY20	FY19
SUPPORT					
Total community investment (\$)	\$344,000	\$303,000	\$292,000	\$275,000	\$280,000
Number of community groups supported	59	47	45	30	39
Number of STEM related initiatives supported*	4	4	1	1	2
Number of employees actively participating in community events*	70	32	-	-	-
ENGAGEMENT					
Number of registered complaints	0	0	0	2	0
PROCUREMENT					
Total local spend (\$ millions) ^c	28.2	26.5	40.5	41.3	49.3
Proportion of total expenditure spent locally (%) ^{c*}	73%	76%	-	-	-

^c The above excludes major utilities (water and electricity), taxes, licences, fees, interest, and other governmental charges.

For FY23 & FY22 we have not included lease expenditure as part of a review on definitions for local expenditure.

* First time reported in alignment with targets established in FY22

GRI Content Index

Statement of Use: Newcastle Coal Infrastructure Group Pty Ltd has reported the information cited in this GRI Content Index for the period 1 July 2022 to 30 June 2023 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Disclosure	Location
GRI 2: General Disclosures 2021	
2-1 Organizational details	Our Business
2-2 Entities included in the organization's sustainability reporting	Our Business
2-3 Reporting period, frequency and contact point	Inside front cover
2-4 Restatements of information	None
2-5 External assurance	Governance & Risk Management. This report has not been externally assured. However our emissions and NPI data are also reported to NGRS and undergo limited third-party assurance. MA Governance & Risk Management
2-6 Activities, value chain and other business relationships	Our Business, Our Community & Stakeholders
2-7 Employees	Our People & Culture, ESG Data
2-8 Workers who are not employees	Our People & Culture, ESG Data, Contractor data is included in our performance data for Safety.
2-9 Governance structure and composition	Governance & Risk Management
2-10 Nomination and selection of the highest governance body	MA Governance & Risk Management
2-11 Chair of the highest governance body	Governance & Risk Management
2-12 Role of the highest governance body in overseeing the management of impacts	Governance & Risk Management
2-13 Delegation of responsibility for managing impacts	Governance & Risk Management
2-14 Role of the highest governance body in sustainability reporting	Governance & Risk Management, MA Governance & Risk Management
2-15 Conflicts of interest	MA Governance and Risk Management Our Directors each represent shareholders that are also customers.
2-16 Communication of critical concerns	Governance & Risk Management, MA Governance & Risk Management
2-17 Collective knowledge of the highest governance body	Our Board and the Board's Audit & Risk Committee oversees sustainability developments. The Board meets 5 times per year, and agendas include items for legislative and best practice developments.
2-18 Evaluation of the performance of the highest governance body	The Board self-evaluates its performance, most recently during the reporting period. Based on the results, it identifies and implements follow-up actions. The Board and its committees have the ability to seek input from external experts as required.
2-20 Process to determine remuneration	Targets related to sustainability performance are aligned with NCIG's Annual Business Plan and are included in annual performance appraisals of all employees and management. Each year our people are assigned plant KPIs (business-wide and common to all staff) and personalised performance KPIs relevant to their position description and area of influence. In some cases these additional KPIs are related to additional and material sustainability/ESG related risks and opportunities.
2-21 Annual total compensation ratio	As a private entity, NCIG does not publicly disclose information related to compensation nor the median annual total compensation of our people.
2-22 Statement on sustainable development strategy	Chair & CEO Message, Sustainable Operations Strategy, Sustainability Policy
2-23 Policy commitments	Sustainability Policy , Policies
2-24 Embedding policy commitments	Governance & Risk Management MA Governance and Risk Management Topic specific management approaches
2-25 Processes to remediate negative impacts	Whistleblower Policy , Policies , Community enquiries Topic specific management approaches

Disclosure	Location
2-26 Mechanisms for seeking advice and raising concerns	Whistleblower Policy , Policies , Community enquiries
2-27 Compliance with laws and regulations	Governance & Risk Management
2-28 Membership associations	NCIG is a member or associate member of Business Hunter, Coal Export Terminal Operators Association, Committee for the Hunter, Hunter Valley Coal Chain Coordinator, NSW Minerals Council
2-29 Approach to stakeholder engagement	Our Community & Stakeholders, MA Engagement
2-30 Collective bargaining agreements	Our People & Culture, Enterprise Agreement (CET 3 Operations Workplace Agreement 2022)
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	In FY21 we worked with independent consultants and several key stakeholders who provided input into our material topic determination process. Thresholds for reporting and target setting were made and relevant topics are included in our sustainability strategy
3-2 List of material topics	Sustainable Operations Strategy
3-3 Management of material topics	Sustainable Operations Strategy, Management Approaches , Policies
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	Our Community & Stakeholders
201-2 Financial implications and other risks and opportunities due to climate change	We are currently working to better understand the financial implications of climate-related risks and opportunities in readiness to report against ISSB IFRS S2
201-4 Financial assistance received from government	No grants received in the reporting period
GRI 202: Market Presence 2016	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not relevant. NCIG has pay parity and well above minimum wages
202-2 Proportion of senior management hired from the local community	ESG Data
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	Our Plant & Environment (recycled water project)
203-2 Significant indirect economic impacts	Our Community & Stakeholders
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	Our Community & Stakeholders, ESG Data
GRI 205: Anti-corruption 2016	
205-3 Confirmed incidents of corruption and actions taken	Governance & Risk Management
GRI 206: Anti-competitive Behaviour 2016	
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Governance & Risk Management
GRI 206: Anti-competitive Behaviour 2016	
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Governance & Risk Management
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	Our Plant & Environment, ESG Data
302-3 Energy intensity	Our Plant & Environment, ESG Data
302-4 Reduction of energy consumption	Our Plant & Environment, ESG Data
302-5 Reductions in energy requirements of products and services	Our Plant & Environment, ESG Data
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	Our Plant & Environment, ESG Data
303-2 Management of water discharge-related impacts	Our Plant & Environment, ESG Data, MA Water
303-3 Water withdrawal	Our Plant & Environment, ESG Data

Disclosure	Location
GRI 303: Water and Effluents 2018	
303-4 Water discharge	Our Plant & Environment, ESG Data
303-5 Water consumption	Our Plant & Environment, ESG Data
GRI 304: Biodiversity 2016	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our Plant & Environment, ESG Data
304-2 Significant impacts of activities, products and services on biodiversity	Our Plant & Environment, ESG Data
304-3 Habitats protected or restored	Our Plant & Environment, ESG Data
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Our Plant & Environment, ESG Data
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	Our Plant & Environment, ESG Data
305-2 Energy indirect (Scope 2) GHG emissions	Our Plant & Environment, ESG Data
305-3 Other indirect (Scope 3) GHG emissions	Our Plant & Environment, ESG Data
305-4 GHG emissions intensity	Our Plant & Environment, ESG Data
305-5 Reduction of GHG emissions	Our Plant & Environment, ESG Data
305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	ESG Data
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	Our Plant & Environment, ESG Data
306-2 Management of significant waste-related impacts	Our Plant & Environment, ESG Data, MA Waste
306-3 Waste generated	Our Plant & Environment, ESG Data
306-4 Waste diverted from disposal	Our Plant & Environment, ESG Data
306-5 Waste directed to disposal	Our Plant & Environment, ESG Data
GRI 308: Supplier Environmental Assessment 2016	
308-1 New suppliers that were screened using environmental criteria	All suppliers are expected to adhere to NCIG's standard contractual terms and conditions, which include clauses related Environment, Modern Slavery, Health and Safety, Anti-corruption, Tax and Legal Compliance
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	Our People & Culture
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Part-time employees receive the same benefits as fulltime employees
401-3 Parental leave	Aligned with legislative requirements
GRI 402: Labour/Management Relations 2016	
402-1 Minimum notice periods regarding operational changes	Outlined in Enterprise Agreement.
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	Governance & Risk Management, MA Safety , MA Health & Wellbeing
403-2 Hazard identification, risk assessment, and incident investigation	Our People & Culture (Sustain)
403-3 Occupational health services	Our People & Culture (Bounce)
403-4 Worker participation, consultation, and communication on occupational health and safety	Our People & Culture (Bounce)
403-5 Worker training on occupational health and safety	Our People & Culture (Emergency First Responder Training)
403-6 Promotion of worker health	Our People & Culture (Bounce)
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our People & Culture, MA Safety , MA Health & Wellbeing
403-8 Workers covered by an occupational health and safety management system	Our People & Culture (Safety), MA Safety
403-9 Work-related injuries	Our People & Culture
403-10 Work-related ill health	Our People & Culture

Disclosure	Location
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	Our People & Culture, ESG Data
404-2 Programs for upgrading employee skills and transition assistance programs	Our People & Culture
404-3 Percentage of employees receiving regular performance and career development reviews	All employees receive an annual performance and career development review
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	Our Leadership
405-2 Ratio of basic salary and remuneration of women to men	Remuneration is role based and there is pay parity
GRI 406: Non-discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	There were no incidents of discrimination in the reporting period
GRI 407: Freedom of Association and Collective Bargaining 2016	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our Community & Stakeholders (Procurement), Modern Slavery Statement
GRI 410: Security Practices 2016	
410-1 Security personnel trained in human rights policies or procedures	Operational Performance (Site security)
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	Our Community & Stakeholders, MA Engagement , NCIG Management Plans include information about impact assessments related to licence approvals
413-2 Operations with significant actual and potential negative impacts on local communities	Our Community & Stakeholders (Community enquiries and complaints)
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	All suppliers are expected to adhere to NCIG's standard contractual terms and conditions, which include clauses related Environment, Modern Slavery, Health and Safety, Anti-corruption, Tax and Legal Compliance
GRI 415: Public Policy 2016	
415-1 Political contributions	NCIG's Anti-Corruption Policy prohibits political contributions
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None

Topics in the applicable GRI Sector Standards determined as not material

GRI Sector Standard

GRI 301: Materials 2016, **GRI 408:** Child Labour 2016, **GRI 409:** Forced or Compulsory Labour 2016, **GRI 411:** Rights of Indigenous Peoples 2016

GRI 416: Customer Health and Safety 2016, **GRI 417:** Marketing and Labelling 2016



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