



MANAGEMENT APPROACH

Diversity & Inclusion



COMMITMENT

We integrate agility, diversity and inclusion in all areas of our business.

GOAL

To increase the diversity of our employee group.

FY24 TARGET

To have 90% of recruitment activities with a shortlist that involves female candidates.

Our culture is inclusive and promotes equality and diversity, supporting all our people to reach their full potential. We are committed to driving diversity in our workplace and want all our people to feel valued and respected, and to have equal access to opportunities. We want to empower them to contribute their diverse skills and perspectives, and we value the benefit this brings to our culture and business performance.

The diversity of our people at NCIG is one of our greatest assets. We recognise the importance of a workforce with a diverse background which involves aspects of ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language and education. We believe that by having a diverse workplace we will benefit from rich and challenging opportunities and experiences and better reflect the community we live in.

We recognise that each member of our workforce has a unique blend of characteristics, knowledge, skills, perspectives and life experiences. We respect and value their differences, and believe that this promotes equality, diversity and inclusion. Our inclusive culture supports our people to reach their full potential, facilitates customer connections and stimulates the creation of opportunities and innovation.

When it comes to workplace diversity and inclusion, we are committed to being focused on driving change within our business. Understanding our diversity aspirations and transforming these into positive behaviours and action is an essential part of NCIG's working environment.

SYSTEMS AND PROGRAMS

Equity and Diversity Policy

NCIG's Equity and Diversity Policy sets out our formal commitment to a workplace culture that builds respect, fosters inclusiveness, promotes diversity, and embraces the unique skills and qualities of all our employees. The Policy is supported by a three-year action plan, which outlines how the objectives and priorities of the commitments will be achieved. The action plan lists success indicators that will be reported on and, as appropriate, revised annually to measure our progress.

Diversity Action Plan

Our Diversity Action Plan establishes goals to take reasonable actions to seek to include women who are underrepresented in areas NCIG's workforce. It serves as a living document that represents a synthesis



of the thoughts, ideas, and recommendations from NCIG's Executive Leadership Team and our Board of Directors. By successfully implementing and annually reviewing the plan, we will continue to build and foster a confident work environment with increased productivity, creativity, innovation, knowledge and expertise.

Addressing the gender balance

According to NSW's Workplace Gender Equality Agency (WGEA), mining is the most male-dominated industry in Australia, and its workforce comprises less than 20% women. Of the women who do work within the mining industry, most are engaged in clerical and administrative or community and personal service roles, and only around 3% of are engaged in technician or trade roles. NCIG has made a long-term commitment to redress historical and existing workforce gender inequality within the engineering and trade-based areas of our business and have strategies in place to increase women in our workforce. NCIG's general turnover rate is extremely low, across the business, and the turnover in technician and engineering roles is even lower. Opportunities to remedy the gender imbalance through turnover alone therefore are extremely limited.

Targeted female recruitment

We have always encouraged and welcomed female applications across all role types, and specifically into non-traditional roles, and although we have taken steps to reduce the likelihood of gender bias across the recruitment process, it has not resulted in a meaningful or sustained increase in female participation within technician, trade-based and engineering roles. In 2021, we therefore applied for and received a five-year exemption from Anti-Discrimination Board of NSW to conduct targeted female recruitment for trades based and technical roles. We set our main diversity KPI and target to be 80% of recruitment activities will short list female candidates.

Encouraging STEM for girls in schools

NCIG also promotes female participation in our industry relationships through our Community Partnership Program (CPP), which delivers various local initiatives. Our support for HunterWiSE, a Hunter Women in STEM Network, is a University of Newcastle based initiative that we have proudly supported for several years. The HunterWiSE Outreach program encourages and supports young women in high school to remain involved in STEM (Science, Technology, Engineering and Maths) through mentorship and practical insight into how STEM skills can be applied in a workplace, such as NCIG. We were delighted to invite high school students onsite as part of the program and coordinate hands-on workshops for the participants.

Employee engagement survey

Our voluntary employee engagement survey, which is conducted every two years by an independent third-party specialist, provides an opportunity for us to listen and learn from our people; to hear their thoughts on diversity, inclusion and equal opportunity. We strive to turn the insights into action and to develop our diversity practices.

MANAGEMENT

Day-to-day management of our diversity and inclusion performance is overseen by NCIG's People and Culture team. Performance and progress against our goal and FY24 target is overseen by our Executive Leadership Team and by the NCIG Board.

MEASURING OUR PROGRESS

We measure our progress by monitoring and reporting our performance statistics through our monthly business scorecard, which is overseen by our Executive Leadership Team. The scorecard tracks the total number of female employees and the percentage of women in our total workforce. Performance and progress against our Diversity & Inclusion goals and targets is overseen by our Executive Leadership Team and by the NCIG Board.

REPORTING

We report our performance and progress regarding diversity and inclusion in our annual Sustainability Report, which is available on our website. We also report to the Workplace Gender Equality Agency, an Australian Government statutory agency charged with promoting and improving gender equality in Australian workplaces.