



## MANAGEMENT APPROACH

# Diversity & Inclusion

**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, as we value the benefit this brings to our culture and business performance.**

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 also 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. 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.

### GOVERNANCE

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

### RISK MANAGEMENT

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

### METRICS & TARGETS

The ELT establishes goals every three years aligned with strategy and budget cycles. Performance is tracked using relevant legislated, industry, and global sustainability metrics. For diversity and inclusion, we monitor the proportion of women in our workforce, and the proportion of new employees being women.

### COMMITMENT

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

### GOAL

To increase the diversity of our employee group.

### FY27 TARGET

To have 50% of new employees being women.



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### 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, Equity & Inclusion Roadmap establishes goals to take reasonable actions to seek to include women who are underrepresented in areas of 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 around only 3% 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 for all our positions, and specifically into non-traditional roles. Although we have acknowledged and 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.

#### Encouraging STEM for girls in schools

NCIG also facilitates female participation in our wider industry by supporting local initiatives 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 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 invite high school students onsite as part of the program and coordinate hands-on workshops for the participants. The primary goal of the program is to encourage and support young women on their journey to a STEM-based career.

#### 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.

### TRAINING AND COMMUNICATION

The importance of diversity and inclusion at NCIG is communicated through the site induction training for employees and contractors. We also communicate to our workforce during quarterly communication sessions.

### REPORTING

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

### AWARDS & RECOGNITION

#### 2024 - NSW Women in Mining Exceptional Woman Award Finalist

Technology Manager, Naomi Dockrill, was recognised for her contributions and achievements in cybersecurity and system developments and her promotion.

#### 2024 - NSW Training Services Awards

Electrical Technician, Kate Schiffmann, achieved the Woman in a Non-Traditional Trade Apprentice of the Year 2024.