



MANAGEMENT APPROACH

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. Our culture encourages safe behaviours and fosters an environment where workers feel safe to speak freely about and proactively manage health and safety matters.

NCIG is an industrial site and as such, many of our people work with heavy machinery, which requires extensive collaboration and coordination. We take great pride in working at our terminal and are committed to the safety of all employees, contractors, visitors, and the environment in which we operate. Everyone at NCIG has a responsibility to uphold our organisation’s high safety standards, and we recognise that our commitment to safety can only be achieved with personal commitment, cooperation and teamwork.

GOVERNANCE

The NCIG Board oversees strategic and sustainability-related decisions, including safety, and reviews monthly 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 and Culture Team managing day-to-day safety 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 safety, we monitor the Total Recordable Injury Frequency Rate (TRIFR), which includes Lost Time and Medical Treatment Injuries per million hours worked.

COMMITMENT

We put our people’s safety, physical and mental health first.

GOAL

To maintain a safe work environment and industry best practice standards.

FY27 TARGET

To maintain a Total Recordable Injury Frequency Rate of less than 5.0.



Safety

SYSTEMS AND PROGRAMS

Accreditations and standards

Our integrated HSEC Management System is certified to ISO45001:2018 and incorporates the following standards:

- Leadership and accountability
- Legal requirements and document control
- Risk and change management
- Planning, goals, and targets
- Awareness, competence, and behaviour
- Health & hygiene
- Communication, consultation, and participation
- Business conduct, human rights, and community development
- Design, construction, and commissioning
- Operations and maintenance
- Suppliers, contractors, and partners
- Environment and stewardship
- Incident reporting and investigation
- Crisis and emergency management
- Monitoring, audit, and review

Incident and actions management

Our Sustain Management System (Sustain) is our bespoke hazard and incident management system that was designed and developed by NCIG with the goal to simplify and increase efficiency of hazard and incident reporting. Sustain is customised for our specific operating processes and provides a platform for our people to report hazards and incidents, investigate the root cause and reach effective and risk mitigating actions and outcomes.

Fatal risk management

Our Safety Vitals program focuses on the key fatality risks (Safety Vitals) identified on site and the corresponding critical controls to manage the risk for these tasks. The program challenges our employees and contractors to take personal responsibility in ensuring these critical controls are in place and effective. The Safety Vitals are collision with mobile plant, confined space, damaging energies, falls, cranes & dropped objects, and fire & explosions.

Behavioural safety program

Zero Incident Process (ZIP) is NCIG's behavioural safety program, which is an important foundation of the NCIG safety culture. It includes a Positive Safety Refresher Program, which reminds and re-engages our team with ZIP concepts and tools.

Safety Culture Score

NCIG's Safety Culture Score is an award-winning tool that measures lead safety indicators across leadership, environment, practices, and personnel. It provides data-driven insights into safety performance, and demonstrates our culture and proactive approach to managing safety risks.

TRAINING AND COMMUNICATION

The importance of safety 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 safety performance in our annual Sustainability Report and in our bi-annual ESG scorecards on our website. We also report to the Coal Export Terminal Operators Association (CETOA).

AWARDS & RECOGNITION

2025 - Hunter Safety Awards

NCIG won the Most Innovative WHS Idea - Large Organisation at the Hunter Safety Awards, recognising our groundbreaking Safety Culture Score (SCS) tool for proactively improving safety performance.

2024 - NSW Mining HSEC Awards

NCIG won the prestigious Safety Excellence Award at the annual NSW Mining HSEC conference. This accolade celebrated our innovative Safety Culture Score (SCS), and recognises our unwavering commitment to safety excellence.

2020 - Hunter Safety Awards

NCIG won the Hunter Safety Awards WHS Business of the Year for our Safety Vitals for Life program. The award recognises businesses and individuals in the Hunter region across 13 different categories of health and safety and reflects our commitment to maintaining a safe work environment.

2017 - NSW Minerals Council HSEC Awards

NCIG won the NSW Minerals Council's Health Excellence Award for its health and wellbeing program that proactively assists and encourage employees and contractors to improve their physical and mental health.