



MANAGEMENT APPROACH

Training & Development



COMMITMENT

We provide training and development opportunities that ensure our people remain engaged and are ready for their next career challenge.

GOAL

To increase knowledge and skill capacity to stimulate innovation.

FY24 TARGET

To have 40% of our employees receive training and development to increase their skill base above their role requirements per year.

Our people are key to our success and their personal growth and career development is important to us. We want to help our employees achieve their full potential, increase their engagement with our business, strengthen their motivation, and encourage teamwork. Through the development opportunities that we offer, our aim is help our people reach their career aspiration which may involve a change in role or moving to another organisation.

NCIG is committed to the education and development of our people. We invest in their education and professional development by offering a diverse range of learning and development opportunities. This includes apprenticeship and graduate programs, to shadowing, job rotation, and leadership and specialist training. We also support on the job experience and formal education, and our employees are provided several opportunities each year to participate in training and development outside the core requirements of their role.

We support and encourage our people to do their personal best and we want them to share their interests and values so that we can determine relevant and appropriate training and career development opportunities. We learn what their training and development goals are through annual performance assessments, routine quarterly development meetings with managers, and our biennial voluntary employee engagement surveys.

We support on the job experience and formal education. Each year, NCIG employees are provided several opportunities to participate in training and development outside the core requirements of their role. This includes leadership and specialist high-risk training. We see this as an effective strategy to maintain employee engagement and to stimulate discretionary effort.

SYSTEMS AND PROGRAMS

Performance development

We support our people to learn and grow in their chosen careers and actively support their development. Each year, every NCIG employee sets their personal goals with their leader, including future training and development, which are incorporated into their annual performance reviews. In 2020, we introduced a system for personal development of our people, including routine quarterly development meetings with managers. Our voluntary employee engagement survey, which is conducted every two years by an independent third-party specialist, also measures our peoples' perception and interest in training and development opportunities.



Apprenticeships and graduate programs

NCIG is committed to providing opportunities for new entrants to our industry. Our well-established apprenticeship program partners with a local training company and focuses electrical and mechanical trades-based roles. Our graduate program provides exposure to all aspects of our organisation to university undergraduates. Both training programs provide the participants with invaluable experience in a working coal terminal in a large industrial setting.

Leadership training

Our leaders are integral in helping us realise our people and culture objectives. In FY21 we established a two-year leadership program, facilitated by training specialists 10,000 Hours. The program acknowledges leadership as a fitness and is centred on creating a learning environment where leaders can practice and enhance their leadership skills with the support of their peers.

Specialist training

Various core aspects of the delivery of our operations require specialist training to ensure that these tasks, including those related to health and safety, can be effectively delivered. NCIG's People & Culture and Operational Capability teams work together to ensure that all our people have the necessary skills to achieve the necessary outcomes of their roles.

Financial support

NCIG offers a generous study assistance policy to encourage employees to undertake external studies to further their professional development and enhance their skills. The policy includes reimbursement of fees, time off work for exams and financial support for textbooks and other materials.

MANAGEMENT

Day-to-day management of our training and development performance is overseen by NCIG's People and Culture team. Performance and progress against our goals and FY24 targets 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 the Executive Leadership Team. The scorecard tracks the total number of training and development opportunities provided as a percentage of our total workforce.

REPORTING

We report our performance and progress regarding training and development in our annual Sustainability Report, which is available on our website.

