



MANAGEMENT APPROACH

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.

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, formal education, and skills development.

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.

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.

GOVERNANCE

The NCIG Board oversees strategic and sustainability-related decisions, including training and development, 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 training and development performance. Risks are reviewed annually, and Risk Control Action Plans (RCAPs) are put in place to manage materially high risks.

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.

FY27 TARGET

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



Training & Development

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 training and development, we monitor the percentage of employees that receive training and development to increase their skill base above role requirements, and the average hours of training per employee.

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. They also participate 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 on 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 strategic and cultural aspirations. We invest in their growth through a leadership program for Executive, Senior, and Frontline Leaders. The program builds leadership fitness and skills capability. Framed as a practice-based discipline, the program fosters a supportive learning environment where leaders strengthen their skills with the support of their peers, build relationships, and grow their teams' capabilities.

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 essential skills to achieve the necessary outcomes of their roles.

Training above role requirements

Our training and development approach encourages our people to increase their skill base above their role requirements. Types of training include study at TAFE and university, ZIP training, high-risk training, psychosocial training and leadership training.

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.

TRAINING AND COMMUNICATION

The importance of Training & Development 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 training and development performance in our annual Sustainability Report and in our bi-annual ESG scorecards on our website.

AWARDS & RECOGNITION

2024 - Zeal Futures Awards

Certificate III in Engineering - Mechanical Trade student, Kieran Moss (now Mechanical Engineer), was named Student of the Year.

