

ESG SCORECARD – H1 FY26

Newcastle Coal infrastructure Group (NCIG) has established three-year (FY27) ESG targets for key focus areas of our operations. A pathway for achieving these targets was also developed to ensure that we actively monitor and manage performance in the interim. For several focus areas this led to the establishment of FY26 interim targets, providing specific progressive improvement in performance to assist in the achievement of our commitments and goals. This ESG Scorecard presents our half-yearly performance against our FY26 targets.

FY26 TARGETS & PERFORMANCE OVERVIEW

Achievement status ■ On track ■ Behind ■ At risk

PEOPLE & CULTURE

FOCUS AREA	METRIC	FY26 TARGET	H1 31.12.25
Safety	Total Recordable Injury Frequency Rate (TRIFR)	<5.0	10.05
Health & Wellbeing	Number of health-related activities undertaken per year	4	3
Diversity & Inclusion	% new employees being women	50%	40%*
Training & Development	% employees receive training and development to increase skill base above role requirements per year	40%	27%

*This is considered a 3-year target FY25-FY27 to date performance is at 40%

PLANT & ENVIRONMENT

FOCUS AREA	METRIC	FY26 TARGET	H1 31.12.25
Emissions	Net Zero by 2030	On track	On track
Water	% water consumed in operations from non-drinking sources	80%	97%
Waste	% waste generated on site being recycled	70%	82%
Biodiversity	Hectares of biodiversity land managed	102 ha	102 ha
Biodiversity	Number of biodiversity enhancement activities undertaken per year	8	5

COMMUNITY & STAKEHOLDERS

FOCUS AREA	METRIC	FY26 TARGET	H1 31.12.25
Procurement	% expenditure spent locally	70%	78%
Engagement	% employees participating in community events per year	35%	43%
Support	Number of STEM related initiatives supported per year	5	8
Support	Number of community groups supported per year	45	38
Support	\$ spent on community initiatives per year	\$375,000	\$180,460

Our ESG Scorecard by focus area provides additional information about targets and performance.





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ESG SCORECARD

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. Our Safety Management System is ISO 45001:2018 certified.

COMMITMENT	Put our people's safety, physical and mental health first
GOAL	Maintain a safe work environment and industry best practice standards
FY27 TARGET	Total Recordable Injury Frequency Rate of less than 5.0
SDG CONTRIBUTION	 

PROGRESS AGAINST FY26 INTERIM TARGET

	FY26 TARGET	H1 31.12.25
Total Recordable Injury Frequency Rate (TRIFR) ¹	<5.0	10.05

¹ TRIFR is defined as the total number of recorded injuries requiring medical treatment per million hours worked on site. Tracked for NCIG personnel and operations-based contractors.

² As a consequence of three Restricted Work Injuries, a minor foot fracture, achilles tendonitis and a minor laceration.

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Total Recordable Injury Frequency Rate (TRIFR)	7.72	2.66	5.59	8.01	0
Fatalities	0	0	0	0	0
Lost Time Injuries	0	0	0	0	0
Restricted Work Injuries ¹	3	1	1	3	-
Medical Treatment Injuries	0	0	1	0	0
First Aid Injuries	11	10	4	8	10
Occupational Health Illness	0	0	0	0	2 ²
Lost Time Injury Frequency Rate (LTIFR)	0	0	0	0	0
Hours worked (Employees + Contractors)	388,365	375,842	357,526	374,370	466,916
Rolling days without Lost Time Injury	2165	1,800	1,434	1,068	703

¹ Prior to FY22, Restricted Workday Injuries were classified as Lost Time Injuries

² Restated FY21 data (from 1 to 2) due to reclassification of injury categories.

Find more about NCIG's [Safety Management Approach](#) on our website.





ESG SCORECARD

HEALTH & WELLBEING

Our people are at the heart of our business and the prevention and active management of their safety, health and wellbeing 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, including mental health.

We recognise that everyone has a mental health and that our workers are not exempt from the effects of poor mental health. Our mental health strategy, which is being implemented in partnership with Mental Health Movement, aims to strengthen the mental health of our people. It builds a foundation of mental health awareness and evolves skills towards resilience and mental health fitness.

COMMITMENT	Put our people’s safety, physical and mental health first
GOAL	Maintain a workplace that protects and promotes good mental health and wellbeing
FY27 TARGET	4 health related activities committed to in each financial year
SDG CONTRIBUTION	 

PROGRESS AGAINST FY26 INTERIM TARGET

	FY26 TARGET	H1 31.12.25
Number of health-related activities undertaken per year	4	3

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Unplanned absenteeism (% total hours)	3.3%	3.9%	3.6%	4.2%	2.7%
Number of health-related activities undertaken ¹	4	-	-	-	-

¹ First time reported in alignment with updated targets established in FY25



Find more about NCIG’s [Health and Wellbeing Management Approach](#) on our website.

ESG SCORECARD

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, and 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.

COMMITMENT	Integrate agility, diversity and inclusion in all areas of our business
GOAL	Increase the diversity of our employee group
FY27 TARGET	50% of new employees being women
SDG CONTRIBUTION	 

PROGRESS AGAINST FY26 INTERIM TARGET

	FY26 TARGET	H1 31.12.25
% new employees being women	50%	40%*

*This is considered a 3-year target FY25-FY27 to date performance is at 40%

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Number of total employees	117	116	113	106	107
Proportion of women in total workforce	23%	21%	19%	19%	21%
Proportion of new employees being women	50% ¹	57%	50%	18%	75%



¹ First time reported in alignment with updated targets established in FY25

Find more about NCIG’s [Diversity & Inclusion Management Approach](#) on our website

ESG SCORECARD

TRAINING & DEVELOPMENT

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 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.

COMMITMENT	Provide training and development opportunities that ensure our people remain engaged and are ready for their next career challenge
GOAL	Increase knowledge and skill capacity to stimulate innovation
FY27 TARGET	40% of employees receive training and development to increase their skill base above role requirements per year
SDG CONTRIBUTION	 

PROGRESS AGAINST FY26 INTERIM TARGET

	FY26 TARGET	H1 31.12.25
% employees receive training and development to increase skill base above role requirements per year	40%	27%

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Average hours of training per employee	35	29	33	34	55
Employees receive training and development above role requirements	93%	57%	57%	58%	-

Find more about NCIG's [Training and Development Management Approach](#) on our website.






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ENERGY & EMISSIONS

NCIG has a proactive approach to energy and emissions management. Most of our energy usage occurs due to the electricity required to operate our critical infrastructure and assets. We strongly focus on identifying opportunities to reduce energy consumption and consequently improve energy efficiency and are committed to procuring renewable energy where feasible. Our approach to reducing our emissions focuses on the emissions sources within our direct control (Scope 1 and Scope 2). Part of setting our ambition in this area is developing a feasible pathway and an achievable target to reach Operational Net Zero emissions by 2030.

COMMITMENT	Achieve Net Zero operational emissions by 2030
GOAL	Reduce our total operational emissions (scope 1 and 2) in accordance with our Net Zero Transition Plan
FY27 TARGET	Net Zero by 2030
SDG CONTRIBUTION	  

PROGRESS AGAINST FY26 INTERIM TARGET

	FY26 TARGET	H1 31.12.25
Net Zero by 2030	On track	On track
% improved energy efficiency ²	7%	7%
% fleet electrification ²	44%	32%

¹ NCIG has executed a Power Purchase Agreement (PPA) with Lightsource BP, a global leader in renewable energy infrastructure. In FY25, planning approval and financial close were achieved for the Goulburn River Solar Farm, with early construction works commencing. See [NCIG Power Purchase Agreement](#) for more information.

² Internal target to track progress against emissions reduction initiatives.

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Scope 1 (tCO ₂ e)	383	379	324	366	514
Scope 2 (tCO ₂ e)	47,462 ²	34,567 ¹	44,993 ¹	53,790	51,100
Total Scope 1 and 2 (tCO ₂ e)	47,845 ²	34,946 ¹	45,317 ¹	54,156	51,614
Emissions intensity (tCO ₂ e/Mt throughput)	979	713 ¹	1,013.8 ¹	1,081.2 ¹	1,154.4 ¹
Total energy consumption (GJ)	264,995	270,249	252,016	278,436	260,456
Total electricity (GJ)	258,881	264,000	246,532	272,350	252,341

¹ Includes calculated reduction in emissions associated with certified green energy procurement.

² Emissions increased in FY25 as we focused efforts on executing the long-term PPA, reducing short-term green energy procurement. This aligns with our Net Zero Transition Plan and represents a more sustainable pathway to our target.






Find more about NCIG's [Energy Management Approach](#) and [Emissions Management Approach](#) on our website.



ESG SCORECARD

WATER

Water is critical to NCIG’s operations, and we are committed to using it responsibly. We recognise that water is a valuable natural resource, particularly during times of drought, and are focused on reducing our usage whilst minimising impacts to our surrounding water bodies. We manage our activities carefully to minimise our impact on water quality in the harbour and in surrounding wetlands. NCIG’s Operation Water Management Plan documents the ways in which we plan, implement and monitor our activities to mitigate impacts on water and sustainably control water usage. We have invested extensively in the design and operation of our water management system to manage water quality following heavy rainfall and our Recycled Water Project was commissioned in early 2023.

COMMITMENT	Optimise our air, water and waste management
GOAL	Minimise reliance on drinking water network in particular during times of high water stress (drought)
FY27 TARGET	80% of total water consumed on site from non-drinking sources (captured and recycled)
SDG CONTRIBUTION	    

PROGRESS AGAINST FY26 INTERIM TARGETS

	FY26 TARGET	H1 31.12.25
% water consumed in operations from non-drinking sources	80%	97%

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Annual rainfall (mm)	1,565	1,052	1,049	1,285	1,480
Potable water consumption (ML)	30	91	99	134	155
Captured water consumption (ML)	507	298	525	570	564
Captured water as a proportion of total consumption (%)	79%	50%	81%	81%	78%
Water usage intensity (ML/Mt throughput)	13	12	15	14	16
Recycled water consumption (ML)	104	212	40.4	0	0
Water consumed in operations from non-drinking sources (%) ¹	99%	-	-	-	-

¹ First time reported in alignment with updated targets established in FY25

Find more about NCIG’s [Water Management Approach](#) on our website.






ESG SCORECARD

WASTE

NCIG is committed to the sustainable management of the environment and minimising the potential environmental impacts of its operations. We have a strong tradition in working towards limiting waste to landfill and promoting the reuse and recycling of materials generated onsite. Achieving the best end-of-life use for the products and materials used at our terminal is a priority.

NCIG's waste management strategy is modelled on a waste hierarchy, which is based on maximum conservation of resources. It applies the principles of Avoid, Reduce, Reuse and Recycle. There are several legislative and regulatory documents that apply to the way in which NCIG manages wastes from its facility. These are primarily broken down into legislation and policies, the majority of which are administered by state government departments, such as the NSW Environment Protection Authority (EPA).

COMMITMENT	Optimise our air, water and waste management
GOAL	Achieve minimum possible waste footprint by proactively managing reduction, reuse and recycling where possible
FY27 TARGET	70% of total waste generated on site being recycled
SDG CONTRIBUTION	   

PROGRESS AGAINST FY26 INTERIM TARGET

	FY26 TARGET	H1 31.12.25
% waste generated on site being recycled	70%	82%

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Recycling (tonnes)	640	298	192	297	517
Landfill (tonnes)	88	103	93	101	135
Total waste recycled (%)	88%	74%	67.6%	75%	79%
Waste generation intensity (t/MT throughput)	14.9	8.2	6.4	7.9	14.6

Find more about NCIG's [Waste Management Approach](#) on our website.







ESG SCORECARD

BIODIVERSITY

NCIG ensures the resilience of its operations while minimising its impacts on the environment. Our local environment is home to a threatened species of frog, the Green and Golden Bell Frog, and numerous species of migratory shorebirds, such as the critically endangered Eastern Curlew and Curlew Sandpiper. These species are increasingly losing their natural habitat, so our efforts aim to create, restore, and sustain biodiversity of our native flora and fauna in urban environments, creating wildlife corridors and encouraging habitat conservation.

NCIG is committed to enhancing local ecology, both within our operation and on the land surrounding the terminal site. The wetlands adjacent to our operations are home to several threatened species and communities. Our activities therefore focus on increasing habitat value of existing biodiversity lands through active management and collaborative partnerships.

COMMITMENT	Nurture positive outcomes for local biodiversity through our management and partnerships
GOAL	Increase the habitat value of existing biodiversity habitat and surrounds
FY27 TARGETS	10 biodiversity enhancement activities undertaken per year and 102 ha of biodiversity lands managed
SDG CONTRIBUTION	   

PROGRESS AGAINST FY26 INTERIM TARGETS

	FY26 TARGET	H1 31.12.25
Hectares of biodiversity land managed ¹	102 ha	102 ha
Number of biodiversity enhancement activities undertaken per year	8	5

¹ The total area of land (in ha) that is actively managed by NCIG or its delegates either through formal agreements or through land ownership specifically for the purpose of enhancing biodiversity outcomes.

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Successful Green and Golden Bell Frog breeding events	0	0	0	0	1
Number of Shorebird species recorded in Compensatory Habitat	13	9	14	10	11
Hectares managed	102	102	102	102	102
Number of biodiversity enhancement activities undertaken ¹	6	-	-	-	-

¹ First time reported in alignment with updated targets established in FY25


Find more about NCIG's [Biodiversity Management Approach](#) on our website.

ESG SCORECARD

PROCUREMENT

NCIG is committed to acting ethically and with integrity across all our business dealings and relationships. We aim to make purchasing decisions that meet our operational needs while minimising the social and environmental impacts of the goods or service being procured. We also want to make a substantial economic contribution to the prosperity of our local region by giving preference to local businesses.

Our suppliers are a critical part of our operations, and we recognise that our procurement choices can create impacts on and value for our local community. We are committed to sustainable and ethical procurement of goods and services, and to local sourcing, with many of our critical supply partners are based in Newcastle and the Hunter Region.

COMMITMENT	Contribute to local economic prosperity through local employment and procurement
GOAL	Support our local economy and prosperity
FY27 TARGETS	70% of total expenditure spent locally
SDG CONTRIBUTION	

PROGRESS AGAINST FY26 INTERIM TARGET

	FY26 TARGET	H1 31.12.25
% expenditure spent locally ¹	70%	78%

¹ Procurement figures exclude lease expenditure, major utilities (water and electricity), taxes, licences, fees, interest, and other governmental charges. Local procurement means the purchase of goods and services from businesses operating within the Hunter Region and Central Coast, defined as businesses that have a local office address in the Hunter Region, regardless of whether they have offices elsewhere.

Achievement status ■ *On track* ■ *Behind* ■ *At risk*

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Proportion of total expenditure spent locally ¹	85%	75%	73%	76%	-
Total local spend (\$ million)	41.7	34.6	28.2	26.5	40.5

¹ First time reported in alignment with targets established in FY22



Find more about NCIG's [Procurement Management Approach](#) on our website.



ESG SCORECARD

COMMUNITY ENGAGEMENT & SUPPORT

We believe we have a responsibility to support our local community and contribute to the creation of long-term social, environmental, and economic value. Actively participating locally enables us to connect with and develop deeper relationships with our neighbours, as well as contribute to the broader prosperity of our region and boost employee morale. Our community investment strategy comprises two core programs: our Community Support Program (CSP); and our Community Partnership Program (CPP). Both programs promote physical and mental health, improve access to quality education, and improve local amenities and the environment.

COMMITMENTS	<ul style="list-style-type: none"> • Commit our capabilities and resources to support our community's education, health and environmental sustainability • Invest in the STEM talent pipeline of today and tomorrow and contribute to building local technical capability
GOALS	<ul style="list-style-type: none"> • Establish and maintain strong relationships with our local community and other stakeholders that lead to positive business outcomes • Maintain positive interactions with local community groups to maintain social licence to operate
FY27 TARGETS	<ul style="list-style-type: none"> • 35% of employees participate in community events • 5 STEM related initiatives • 45 community groups supported • \$390,000 financially committed to community initiatives
SDG CONTRIBUTION	  

PROGRESS AGAINST FY26 INTERIM TARGETS

	FY26 TARGET	H1 31.12.2025
% employees participating in community events per year	35%	43%
Number of STEM related initiatives supported per year	5	8
Number of community groups supported per year	45	38
\$ spent on community initiatives per year	\$382,000	\$180,460

Achievement status ■ On track ■ Behind ■ At risk

OTHER PERFORMANCE DATA

	FY25	FY24	FY23	FY22	FY21
Employees engaged in community events (%) ¹	64%	60%	70%	32%	-
Number of STEM related initiatives supported ¹	6	6	4	4	-
Number of community groups supported	68	63	59	47	45
Number of registered complaints	0	0	0	0	0
Total community investment (\$)	\$399,800	\$392,000	\$344,000	\$303,000	\$292,000

¹ First time reported in alignment with targets established in FY22

Find more about NCIG's [Community Support Management Approach](#) on our website.