

COVID-19 RESPONSE

To maintain our momentum throughout the COVID-19 pandemic, our focus was to identify and implement agile and sustainable measures that would ensure the health and wellbeing of our people and the continuity of our operations. This was made possible through value-driven leadership, securing key supplies and consumables, and our rapid adoption of new health and safety controls and online communication technology.

Keeping us connected – Progress

The rapid transition to a remote support workforce required a mass immediate rollout of an online communication and workstream platform. This enabled virtual meetings, presentations and file sharing capabilities, and additional distribution of information technology equipment. These enhancements supported new internal and external communication formats, and we celebrated the success of team ingenuity and initiatives in adapting to new ways of working and technology – a positive highlight in a challenging period.

We implemented a comprehensive internal communication campaign using effective channels, such as: prioritised Safety Alerts for key COVID-19 related changes to work conditions and requirements; guidance to implement new requirements and controls; and a regular online CEO blog and video messaging, which led to more employees connecting to business strategy, performance and senior leadership than ever before.

We also adapted our engagement methods to interact with stakeholders and local communities completely online through digital platforms and social media. We attended and presented at a number of local and regional digital events and industry forums, and we hosted virtual quarterly community meetings and direct engagement with portside community groups, schools and community partners online, all of which are normally face-to-face.



Supporting our people – Caring

Team members were supported during the pandemic with access to services and employment options to meet their personal circumstances, including a paid pandemic leave option, Employee Assistance Programme support and access to the CoronaCare mental health webinar series.

Most of our support team members temporarily worked from home during the peak of the pandemic, and in an historically site-based work environment, this was a new experience for many. We implemented online weekly social activities, and a social online chat channel to support mental health and to maintain the connection between colleagues.

While working from home was an option for some, many of our roles are site-based operational team members, who continued to work onsite to provide our essential service. Recognising and addressing COVID-19-related impacts was of critical importance to ensure these teams felt informed and secure. We implemented COVID-Safe requirements and controls that were sustainable long term and would keep our people safe. This included providing additional equipment, including personal protective equipment (PPE), reviewing shared lunchrooms and facilities, limited cross-team contact between shifts, supporting temporary facilities for project maintenance works and employing fixed-term operator roles to support continuity of operations.

We evolved the capability of our leaders by providing resources that support and promote effective leadership in remote working environments. We also implemented an adaptive response to learning and development across the organisation with some courses rescheduled, course sizes reduced, and others converted to an online format.

Coal chain interactions and controls – Integrity

Vessels berthing at our terminals are subject to maritime security protocols coordinated and enforced by Australian Border Force. Additional measures were introduced in early January 2020 to mitigate the risk of spreading the virus through contact with international vessels. Team members who are required to interact with vessel crews were supported to adapt their practices quickly with equipment, PPE and technology resources to reduce the need for direct contact.

We also adapted the way we interact with our customers by improving our Services Portal and other digital communication channels.

Health and safety measures – Excellence

We acted swiftly as the COVID-19 pandemic emerged, developing our health and safety protocols based on guidance from the Australian Government Department of Health, NSW Health, Safe Work and Minerals Council of Australia. We continually monitored these references throughout the year, and our controls, procedures and communications were regularly updated to meet new information and advice.

The foundation of our robust controls included staying at home and get tested if unwell for any reason, physical distancing requirements in all areas of our operations and strict personal and facilities hygiene measures.

Caring for our community – Caring

We prioritised COVID-19 support in our local community to address new areas of need relating to the pandemic. We donated \$40,000 across eight portside schools for resources to support students learning from home and \$20,000 to the Newcastle Meals on Wheels to help the four branches purchase new freezers and other equipment to adapt their services and support their continuity of service. Funding of \$20,000 helped Soul Café respond to the pandemic and take their service for vulnerable people to the street. We also supplied care boxes and free Wi-Fi to visiting seafarers who are unable take shore leave in Newcastle due to COVID-19 restrictions.

We continue to be inspired by the heart-warming stories from our community partners about how they adapted, innovated and provided services differently to meet increasing needs and challenges in these unprecedented times.

KEY ACHIEVEMENTS



Health and Safety

- ✓ Launched the Mental Health Framework and Peer Support Programme.
- ✓ Successfully transitioned to and achieved certification to ISO 45001 Occupational Health and Safety Management Systems.



Licence To Operate

- ✓ Reduced potable water consumption by 40% and improved water re-use and recycling to 88% of total water consumed onsite.
- ✓ Extended our Local Voices Community Survey for a further two years, with 2039 surveys completed to date.



Effective Organisation

- ✓ Launched the Celebrate Success Programme with more than 200 recognitions and 20 Top Achievers recognised.
- ✓ Introduced a Flexible Work Arrangements (FWAs) procedure with 25 employees accessing FWAs, five times the number in 2019.



Operational Delivery

- ✓ Achieved a new Total Shiploading Monthly Record in December of 10,974,291 tonnes.
- ✓ Launched the Service Delivery Dashboard to re-focus our team on core customer metrics.



Coal Chain

- ✓ Four new destinations (Argentina, Myanmar, Oman and Pakistan) bringing our total to 23 countries.
- ✓ Provided service flexibility to assist customers to meet market demand.