

Our people, leadership and improvement are the cornerstones of being an effective organisation. Our people's efforts in continuous improvement are driven by our core values of Integrity, Caring, Progress and Excellence.

**Enterprise Agreement**

We have 184 Enterprise Agreement (EA) employees (58% of our workforce) represented by four different unions. We welcome Freedom of Association, should employees choose to be a member of a trade union. The current Port Waratah Coal Services 2018 Enterprise Agreement will nominally expire on 16 August 2022. The EA covers various working arrangements including minimum notice periods. As a result of an engaged workforce and positive workplace relations, there was no workplace disputation and no instances of industrial action in 2020.

**Employee engagement**

Following our Employee Engagement Survey in late 2019, an Employee Engagement Strategy and Action Plan was implemented in early 2020. This incorporated a shared responsibility ethos to improvement, working as One Team across key areas of change management, internal communications, performance management, reward and recognition, and tailoring team-specific action plans. Building change management capability was our number one improvement focus and workshops facilitated for Leaders and Change Facilitators to support effective change management and change plans were developed for key projects.

The introduction of a Celebrate Success Programme made it easier for all team members to promote, recognise and celebrate what is done well and achievements aligned with our strategy and values. The programme is supported through a mobile app, an online platform with monthly and annual top performers highlighted and rewarded. More than 200 recognitions and celebrations of success were submitted, with more than 20 people highlighted as 'Top Achievers' for outstanding contributions to safety, performance improvements and customer satisfaction.

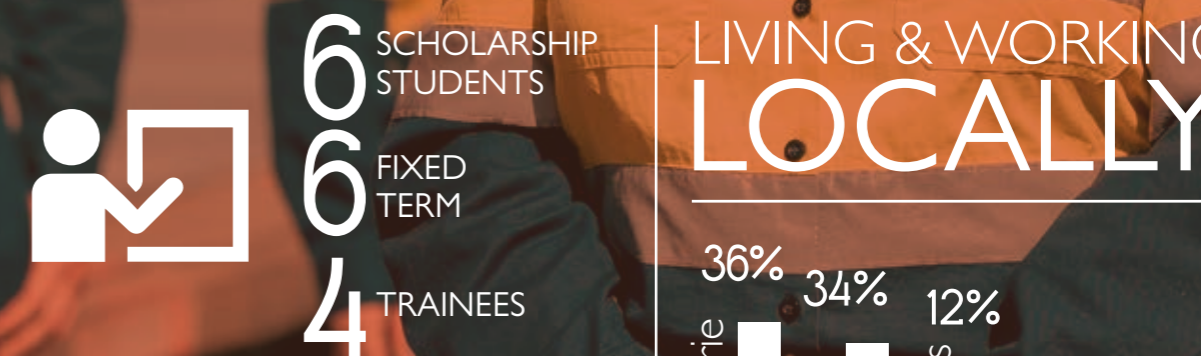
**Developing our people**

As part of our commitment to our values of Progress and Excellence, each year we provide opportunities for formal training and development programmes to all of our employees. In 2020, there were 4,502 online and face-to-face courses and 48 leadership training events.

A continued focus on development saw the Human Resources team facilitating several development sessions to improve personal effectiveness, capability, resilience and mindfulness with practical tools for

# WE EMPOWER OUR PEOPLE

*We look after one another and work together to achieve our business objectives*



## LIVING & WORKING LOCALLY



effective self-management. Consistent with supporting leadership development, leaders were involved in a strategic framework review and the preparation of the 2021 Business Plan.

This enables the Leadership Team to have ownership of the plan, and the ability to connect their teams to business strategy through the development of team and individual performance plans aligned with the strategic framework.

Following an extensive review in 2019 and the success of a new staff performance management system, a revised performance management system for Enterprise Agreement employees was introduced in 2020, incorporating goal setting, values and development planning. The improved process for development planning is based on the 70:20:10 learning framework and will be supported by a comprehensive online tool highlighting options for skill development. Ongoing leadership development in performance and career conversations will support the revised systems.

**Embracing diversity**

Our Diversity and Inclusion Strategy and Action Plan continued to be championed by a cross-functional working group and supported by a calendar of diversity and inclusion topics to build awareness. A strategic diversity lens was applied to employee lifecycle activities, including recruitment and learning and development. Recruitment for a supervisor role was highlighted as an internal opportunity for emerging leaders and used to identify a pipeline of diverse internal talent with leadership potential for future development. The move to an equity-excellence based model in Port Waratah's university scholarship programme in recent years has resulted in greater female representation, with a 100% female candidate cohort in 2020. Participation continued to be supported in the Women in Mining Mentoring Programme with six participants this year.

The introduction of a Flexible Work Arrangements Procedure and transition to retirement guidance saw an increase in the number of employees being supported through flexible working arrangements in their roles.

In meeting our obligations under the Workplace Gender Equality Act 2012, we lodged our Workplace Profile with the Workplace Gender Equality Agency (WGEA) in July, a copy of which can be found on our website. We aim to eliminate gender pay gap through the annual remuneration process and a market analysis is completed on salary roles annually for each employee to ensure remuneration is within parity.

**CASE STUDY**

**Flexible Working Arrangements**  
 Aligned with our 'Caring' value, a Flexible Working Arrangements Procedure was introduced to support employees who are balancing family, carer or other responsibilities with business needs. Pleasingly, 25 employees accessed flexible working arrangements making a positive impact on their work-life balance. This is five times higher than 2019 figures. Two employees share how a flexible working arrangement has helped them:

**Marty Corrigan, Superintendent Projects**  
*"I'm now able to work flexible hours, leverage technology and still maintain a leadership presence onsite five days a week, to ensure the needs of my team and the business are met. I'm grateful for this opportunity, I can support my wife's career, and spend time with my daughter in her younger years. This arrangement originated from conversations with my Leader and was supported by the business. I really enjoy the balance it gives our family."*

**Katie Shakespeare, Supply Officer**  
*"Taking on the Work to Live ethos and supported by Port Waratah, I now work flexible hours. Being able to work around school hours, I feel a greater sense of calm and control in managing my personal time, which equates to quality time with my daughter, and to better concentrate and be more productive during my work hours. I'm very appreciative of my flexible working arrangement. It has made a huge difference to my life and that of my family."*

