



Pioneering
Through Partnership

Sustainability Report 2020



PORT WARATAH
COAL SERVICES

Reporting suite

Port Waratah's reporting suite sets out the sustainability, financial, operational and social performance for the year ended December 2020 across the following documents:

- **Sustainability Report:** An in-depth overview of our progress and contribution towards sustainability objectives and targets.
- **Financial Report:** An overview of Port Waratah's financial performance and disclosures, including the Directors' report and financial statements.
- **Modern Slavery Policy Statement:** A statement outlining our intentions and actions to eliminate slavery, servitude and debt bondage from our organisation and its supply chain.
- **Workplace Gender Equality Agency (WGEA) Report:** A short report and questionnaire detailing the gender ratio of employees and contractors in occupational categories, including apprentices and trainees.

About this report

Sustainability considerations are integrated in our day-to-day operations. Our sustainability approach is embedded into our business strategy and is underpinned by our values, drivers for success and monitoring and management processes. For that reason, our 2020 Sustainability Report is again structured around our five key business drivers. More information about how we manage our operations can be found on our website at pwcs.com.au.

Each business driver and theme has a series of objectives. Success in achieving these objectives is determined through meeting qualified targets. We will know when each target has been met through measuring relevant indicators.



Global Reporting Initiative (GRI)

This report has been prepared in accordance with the GRI Standards: Core option. It relates to our performance for the 2020 calendar year and contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. For most disclosures we have chosen to only report information relevant to the current year as our processes for measuring performance have not changed since our 2019 Sustainable Development Report. Our 2020 GRI Content Index and performance relating to earlier years can be found on our Sustainability website, sustainability.pwcs.com.au.

For more information, or to provide feedback, please email contact_us@pwcs.com.au or call our Community Enquiries Line on +61 (0)2 4907 2280.

14 Health and Safety

Our performance must reflect that we hold the health and safety of people in our business as an overriding value.

38 Effective Organisation

Our culture encourages and rewards employee alignment and engagement. Our systems support efficient and effective leadership, robust governance and excellence in operational delivery.

18 Licence To Operate

Our environmental performance and our engagement with stakeholders will support being granted ongoing and, if required, new Licences To Operate.

42 Operational Delivery

We deliver the services our customers expect and we care for our assets so that we can do so reliably on an ongoing basis at the lowest sustainable coal handling charge. We have efficient and robust governance and commercial processes.

20 Environment

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We engage proactively and positively with end users, customers and other service providers in the interest of maximising coal chain performance while securing our commercial model. We understand our development opportunities and are positioned to be able to pursue them when required.

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Foreword

We have risen to the challenge of managing through a materially disrupted year.

From the COVID-19 pandemic to changing market conditions, the central objective for Port Waratah was implementing and maintaining controls that would enable continuous operations while ensuring the safety and health of everyone involved at its operations. I sincerely thank all employees and contractors for their flexibility and commitment to shaping a sustainable set of controls that enabled us to remain safe, effective and efficient.

Port Waratah's terminals handled 105.9 million tonnes in the year, providing evidence of the resilience and strength in the collaborative partnership that is the Hunter Valley Coal Chain. The Hunter Valley coal industry was privileged to be allowed to continue to operate with appropriate controls aimed at ensuring the health and safety of not only those involved directly in the industry, but also the communities in which they work and live. Continuing operations in this key regional industry provided valuable support to a region otherwise suffering significant economic disruption, as well as, maintaining the flow-on economic benefits to the state and nation.

I'm pleased to share that ongoing operations at Port Waratah resulted in 78% of direct spend on services and supplies, totalling \$86 million, was in the Hunter and Central Coast.

We anticipate that overall demand for terminal services will increase incrementally in 2021 and that operational intensity will remain high. Port Waratah's core operating strategy is to

continue to operate and maintain our assets in a sustainable manner and ensure that customers have access to all of their contracted capacity. Port Waratah's operational strategy, articulated through our 'Five Drivers for Success', Health and Safety, Licence To Operate, Effective Organisation, Operational Delivery and Coal Chain, reinforces our holistic commitment to excellence.

On behalf of the Board, I would like to congratulate and thank the leadership team, employees, contractors and our community, for their contributions to Port Waratah's success in a disrupted year. I encourage you to engage with us, learn more about our organisation and our global role in exporting Hunter Valley coal.

Stefanie Loader
Chairperson



Welcome to our report

Living our values

Working as a team, living our values in the way we work and engage with stakeholders, customers and each other, sustained us through 2020. As an organisation, we faced similar challenges to our community, the key one being the disruption and uncertainty resulting from the pandemic. In this environment, the benefits of a clear and well understood set of organisational values to guide our decision-making and behaviour were proven time and again.

We are proud of our service delivery performance in 2020. Delivering uninterrupted services to our customers, Port Waratah's terminals loaded 105.9 million tonnes of coal into 1,192 vessels. This outcome, against a background of disruption in the seaborne coal trade, including through COVID-19 and geopolitics, demonstrates the resilience of the Hunter Valley coal industry. Consistent with previous years, demand was driven by Asia, with over 90% of our coal exports bound for destinations in Japan, Taiwan, South Korea, China, Malaysia and Thailand.

At Port Waratah, we consider focusing on how we deliver our services in addition to operational performance, as key to our sustainability. Throughout this report, we hope you will see how commitment to our values of Progress, Excellence, Caring and Integrity, contributes to achieving our operational, social and environmental objectives over the long term.

Excellence

Our commitment to Excellence shines through concrete objectives like costs, reliability, efficiency and quality, as well as the type of workplace we aim to create. While defined service delivery metrics enable us to monitor the quality of the service we provide to customers, we also consider flexibility and responsiveness to customer needs as contributors to excellence. Examples of our commitment to excellence in the workplace include a proactive diversity and inclusion programme, the provision of flexible work arrangements and an evolving approach to facilitating transition to retirement, the combination of which recognises the diverse needs and expectations of our workforce. In a demonstration of excellence in stakeholder relations, we continue to facilitate direct feedback through the independently run Local Voices community survey. Pleasingly, the results show that we have achieved positive and steady community trust and acceptance.

Progress

Our Progress value is about a commitment to evolve, improve and lead. In 2020, the disrupted environment provided many opportunities to introduce new technology and operating solutions that will have longer term benefits for Port Waratah's operations. As an example, the implementation of drone technology delivered cost as well as health and safety benefits. Improvements also benefitted our internal and external stakeholder relationships. The adoption of

digital communication tools enabled us to remain in touch with internal teams while they were working off-site, and facilitated communication with community stakeholders while we were restricted from meeting in person.

Caring

Our value of Caring, usually the principle underpinning our health and safety commitments, was also front and centre as we navigated our approach to the challenges presented by COVID-19. This included the caring demonstrated by enabling and supporting both those who were working from home and those who continued to work on site, where significant additional equipment and materials were required to provide a safe and healthy work environment.

In caring for our community, we proactively adjusted our approach to the Community Investment and Partnership Programme to be able to respond specifically to pandemic-related areas of need. In response to the unique challenges presented to seafarers by COVID-19, we initiated additional seafarer's welfare activities, such as providing free Wi-Fi and care packs.

Integrity

To Port Waratah, holding Integrity as a core value is the basis of being trusted to do our work respectfully, responsibly and sustainably. We recognise that trust is earned and therefore reporting transparently on our operations, achievements and opportunities, as we do in this report, is a key step.

Our goal for safety performance is to do all our work without negatively impacting on the safety and wellbeing of our people. In 2020, we achieved our improvement target of a reduction in lost-time injuries and a total of five recordable injuries, positioning us to improve further next year. Demonstrating that a structured approach and regular measurement pays dividends, we recorded two years without a reportable environmental incident at the Carrington Terminal. Overall, we still have a significant opportunity to improve, with a total of ten reportable environmental incidents recorded in the year, falling short of our goal to eliminate one-off incidents. In 2020, we also marked five years of our Licence To Operate Framework, which guides our approach to implementing social, economic and environmental performance. I am confident that we will continue to strengthen this approach and continue to live our values as we deliver on our core purpose.

Hennie du Plooy
Chief Executive Officer



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.

OUR ROLE IN SOCIETY

Sustainability makes good business sense

Port Waratah Coal Services Limited is an unlisted public company with headquarters in Kooragang NSW, Australia. We have been operating since 1976, delivering an efficient, high-quality and reliable service to local coal producers. Port Waratah plays a vital role in the Hunter Valley Coal Chain, enabling our customers to reach a global market. We stockpile, blend and load coal for export in the Port of Newcastle, and own and manage export terminals at Kooragang and Carrington, both of which operate 24/7. The terminals have a combined annual capacity of 145 million tonnes (Mt).

Partnership and collaboration

Our terminal services are critically important to the region's coal industry – connecting Hunter Valley coal with the world. We employ 320 people, plus 15 hosted apprentices and nine casual employees, all of whom work to ensure excellence in the delivery of our service. We work with coal producers and numerous other service providers in the Hunter Valley Coal Chain, one of the largest and most collaborative coal supply chains in the world. We build strong relationships and work cooperatively with our people, our customers and our community. Knowing and understanding their perceptions, interests and expectations enables us to maintain operational excellence, continuously improve our performance and contribute to a more sustainable society.

Integrating sustainability is our 'business as usual'

Environmental, social and economic aspects have always been part of the way we do things – it just makes good business sense. We use our corporate values of integrity, excellence, caring and progress to help us navigate our day-to-day activities. We also use our business drivers, which integrate the principles of sustainability, social responsibility and shared value, to support the achievement of our vision and purpose.

We set objectives, measure and monitor our progress, and report our performance internally and externally.

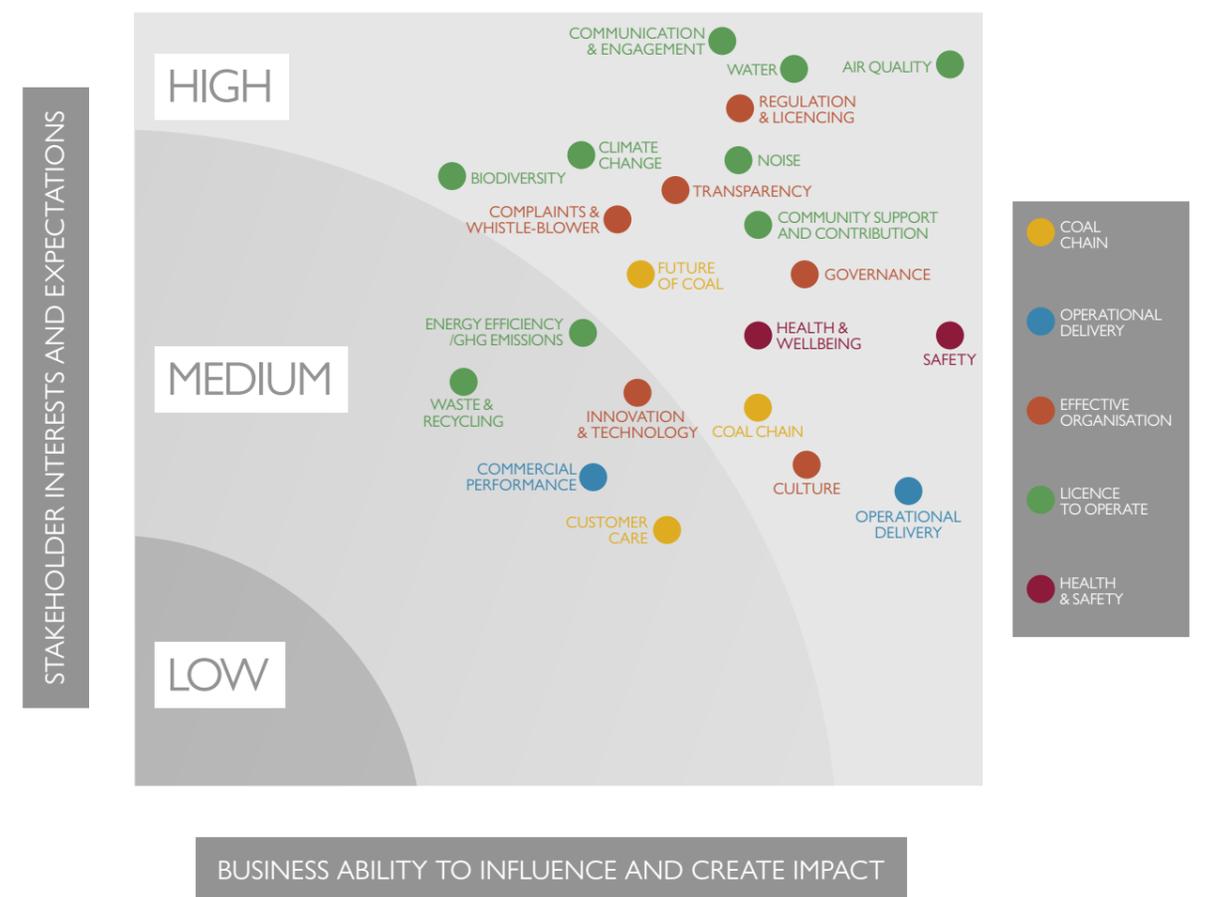
Operating in the Port of Newcastle means we have the potential to impact on natural and urban environments. We are committed to meeting our legal obligations and to investing in our operations. To understand and fulfil our responsibilities, and to set our objectives, we engage in open and authentic dialogue with our stakeholders, which is reflected throughout this report.

Materiality

Materiality is essential to the quality of our sustainability management and reporting. It ensures we implement appropriate and relevant systems and provide timely and transparent information about the topics important to our business and stakeholders. The process for determining what is material is different for every organisation, and it should be undertaken regularly to reflect emerging issues and changing stakeholder expectations. This year we comprehensively reviewed our material issues through active engagement with our stakeholders and research. This materiality assessment, conducted three years after our first assessment, relied heavily on the Local Voices Community Surveys.

Validation of topics and prioritisation was conducted with our Leadership Team and with our Community Meeting Group. We believe that the topics identified strongly reflect our significant activities, relationships, and economic, environmental and social impacts.

The spread of topics remains largely similar to previous assessments, however, how topics are expressed has changed over time. For example, safety is now separate from health and wellbeing as we have deeper focus on these as separate topics. While culture now incorporates a broader range of topics including working conditions, our values, behaviours, leadership and previous topics of gender equality and diversity.



Contributing to the global sustainability agenda

Port Waratah is committed to contributing to the achievement of the UN Sustainable Development Goals (SDGs) by addressing the challenges and targets in the context of our own business and operational environment. We do this by integrating sustainability into our business as usual, and by implementing specific strategies, systems, programmes and initiatives. The achievement of the SDGs will require collaboration and partnership with other local businesses and across the resources industry. In 2020, we signed a Memorandum of Understanding with five other organisations, to grow and improve the localisation of the SDG Agenda within the Hunter Region.

OUR SUSTAINABILITY JOURNEY



Future outlook

Our business is inextricably linked with the global seaborne coal trade, the continued demand for Hunter Valley coal, and with supporting universal access to affordable and reliable energy of which coal-fired power generation will play a role for decades to come. In this context we

also recognise the global transition to a low-carbon future, the climate change science set out in the UN's Intergovernmental Panel on Climate Change, and the International Energy Agency's World Energy Outlook 2020.

Our experience tells us that demand for our region's coal remains reasonably stable and aligned with the International Energy Agency's predictions that global demand for coal will be stable through to 2025. Demand for our service remains strong. Our customers continue to supply markets in Southeast Asia, where coal consumption comprises an important component of national energy plans. Our customer contracts continue over a 10-year horizon and our focus is on providing a reliable and quality service.

Climate change

This year, in addition to focusing on our own energy efficiency and emissions reporting, we also conducted a review and assessment related to climate change, and updated our Greenhouse Gas and Energy Policy, available on our website.

The assessment considered the physical and direct risks of climate change on maintaining our operations and ability to meet contracted demand over two horizons: the next five and 20 years. We operate from a coastal location that is subject to various environmental factors that will be influenced by currently forecasted climate changes. We reviewed a wide range of robust data sources concluding that some changes would occur in both horizons. In some instances, the impact will increase our current operational risk profile. We assessed impacts caused by climate change on both an individual natural aspect level, and as the sum of the aspects. Our assessment took into consideration vessel operations, equipment operation, coal handling and asset protection. The physical, direct risk assessment concluded that our risk(s) rating does not exceed the residual risk rating of moderate, however, will require continued active monitoring. Barring a 'Black Swan' event, we are confident that our strategic planning and integrated business risk management processes will support adequate management of the changing environment.

We also reviewed transition risks, those being climate change risk resulting from mitigation challenges as societies decarbonise. The assessment concluded that these risks are adequately assessed, monitored and mitigated in our strategic planning and integrated business risk management process, which in turn supports informed decision making.

The responsibility for managing the physical and transition risks is with our Leadership Team and is reported to the Board through the Audit and Risk Committee.

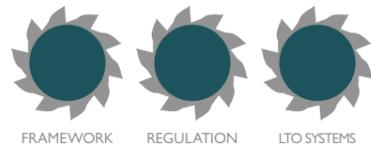
CLIMATE CHANGE REVIEW AND ASSESSMENT

WHAT DID WE CONSIDER? PHYSICAL & DIRECT RISKS

Aspect	Risk Profile	Aspect	Risk Profile
Sea level change	Steady	Extreme rain event change	Increase
Tidal change	Steady	Average rainfall change	Steady
Average temperature change	Steady	Bushfire (FFDI) weather change	Steady
Maximum temperature change	Increase	Drought frequency change	Increase
Storm severity change	Increase	Evaporation and humidity change	Increase
Flood or storm surge change	Steady	Sea acidification	Steady

ASSESSMENT OUTCOMES | MODERATE RISK RATING = CONTINUE ACTIVE MONITORING for climate change risks

*Data sourced from NSW Government Department of Planning, Industry and Environment; Australian Climate Change Authority; Australian Bureau of Meteorology; Australian Bureau of Statistics; CSIRO; City of Newcastle; US Department of Commerce – National Oceanic and Atmospheric Administration.



As an unlisted public company, Port Waratah is overseen by a Board of Directors representing a range of shareholders. This Board determines and monitors our strategic direction to ensure we meet our legal and social responsibilities. The Board's Audit and Risk Committee and its Health, Safety and Environment Committee, focus specifically on compliance and governance to manage our operational risks and challenges. We have a comprehensive internal audit programme to ensure our governance processes achieve their objectives. Our policies and management systems lay the foundations for our culture and how we engage with each other and our stakeholders.

Our governance framework involves all levels of our organisation, and everyone has a role in reviewing, identifying and managing sustainability opportunities and risks.

Position descriptions for each employee are aligned with our business strategy and include commitments to our business drivers. Targets are embedded in all employee annual performance reviews and in our business performance incentive programme. All new Port Waratah employees and contractors undertake an induction programme that includes training on our values and business drivers.

Our reporting includes the impact of our operations on our stakeholders including our employees, our community and the environment. Most of our regulatory reporting is related to financial, environmental and workplace health and safety requirements as dictated by State and Federal Governments. We are also subject to external financial, health and safety and environmental audits. Our Environmental Management System is certified to ISO 14001 and our Occupational Health and Safety Management System achieved certification to ISO 45001.

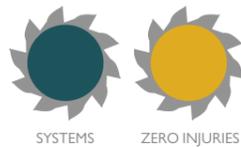
In 2020, there were no incidents or legal actions in relation to: corruption, anti-competitive behaviour and violations of anti-trust and monopoly legislation; breaches of customer privacy; discrimination; nor any non-compliance with laws and regulations in social and economic areas. However, we recorded 10 environmental incidents, which were non-compliant with our licence conditions. More information about these incidents is provided in the Environment section of this report.

In consultation with the NSW Department of Planning, Industry and Environment, we have included an annual compliance report for the Kooragang Terminal as an annexure to this report. This compliance report provides an assessment of the environmental performance of the Terminal against the requirements and conditions of the Kooragang Terminal's Planning Approvals. This annexure can be found on our website.

WE GO BEYOND REGULATORY COMPLIANCE

We measure, evaluate and communicate our performance.





WE WON'T COMPROMISE

The health and safety of our people is paramount and that means a non-negotiable commitment to zero injuries

Port Waratah's value of caring drives our overriding commitment to the health and safety of our people.

How we manage health and safety

We are an industrial workplace where large, moving machinery is operating, often remotely and automatically. We have a number of systems in place to provide safe access to our sites, including training for employees, contractors and visitors. Robust systems and processes provide the foundation of our management approach to health and safety and are underpinned by our certification to ISO 45001.

Health and safety training for all workers, specific to their job and workplace, trains them in how to identify such risks and how to mitigate and manage them.

Performance

We reported five recordable injuries during 2020, all of which occurred during the first half of the year. This is one more compared to 2019 and is not in line with our ultimate goal of zero injuries. Our ongoing focus is to continue to provide knowledge, resources and support to our people, so that they are trained and empowered to make healthy and safe choices at work and at home.

Hazard identification and risk management

Our hazard identification and risk management systems use a hierarchy of controls to eliminate or minimise the health and safety risks of the people on our site. Each team member at Port Waratah is trained and empowered to identify and report work-related hazards through our incident reporting system, ensuring the hazards are communicated to others and containment controls or rectification actions can be implemented.

Our system has a number of risk management tools and processes, including:

- pre-task hazard assessment tools, such as Take 5 and Job Safety and Environmental Assessments (JSEA). These tools are designed to be used on the job every day to identify hazards and implement appropriate controls before commencing a task;
- qualitative risk assessments, using a 5x5 risk matrix to assess the consequence and likelihood of a health and safety outcome. Completed by an experienced facilitator with a cross-section of experienced workers, they are used for the development of standard procedures and standard operating instructions, hazardous work, projects and more;

- Critical Control Monitoring Programme (CCMP), which involves developing risk assessments for each of our fatality risks and identifying critical controls and verification methodologies. They are verified by leaders in the field on a regular basis, who also ensure the CCMPs are effective and understood by workers completing tasks involving critical risks.

Incident investigation

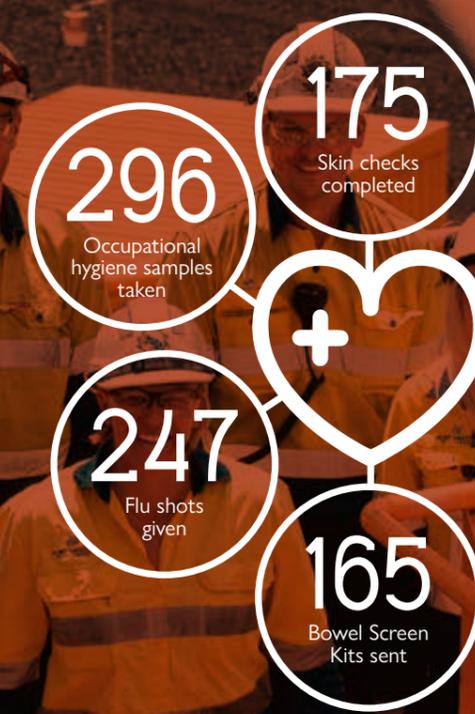
All people working at, or visiting, Port Waratah are encouraged to report health and safety related incidents, no matter how minor. These include hazards, near misses, injuries and illnesses, as well as, equipment damage.

The type of incident investigation implemented is based on the incident's risk rating; low to moderate or high to critical. The completion of corrective actions related to incidents are tracked through our health and safety performance reporting processes.

Occupational hygiene

We have an ongoing comprehensive occupational hygiene programme based on identified health risks, which includes:

- procedures in our health and safety management system that outline the minimum requirements for the management of work that can impact on workers' health;
- training and communication regarding potential health hazards;
- a personal monitoring programme that includes ongoing measurement of personal exposures to health affecting agents, for example, noise, dust, welding fumes, organic vapours, legionella and the quality of potable water; and
- a medical surveillance programme that includes the provision of pre-employment and periodic medicals to identify changes in workers' health during their employment.



Continuous improvement

Our improvement efforts focused on:

- continued review of our CCMP to ensure that we are monitoring the right controls, with the right level of detail and at the right frequency to prevent a fatality;
- continued embedding of a quality pre-hazardous assessment culture of the right tool for the job, more specifically when to use Take 5 or a JSEA;
- executed improvements to the Contractor Management System;
- completed a comprehensive review of contractor management lifecycle in preparation for a revised Contractor Management Procedure and supportive training;
- developed a suite of Hazardous Work Permits, which cover all required health, safety and environmental controls;
- completed a comprehensive revision of our Fatigue Management Standard Operating Instruction and training; and
- successful transition to and achievement of certification to ISO 45001 Occupational Health and Safety Management Systems.

Live Better, Work Better

In 2020, the Live Better, Work Better programme was further embedded to provide our team members greater support for their physical, emotional, social, spiritual and intellectual wellbeing. The Mental Health Framework was developed and implemented as a multi-layered approach to increasing awareness and support available through employee and leadership training, including the creation of a Peer Support Network.

Additionally, more than 445 team members attended appointments or received kits for health check and prevention initiatives including flu vaccinations, bowel screening kits, and skin cancer, mental health and wellbeing, diet and nutrition and physical fitness checks.

These focus areas and key initiatives are complemented by onsite gym facilities and our employee assistance programme.

Our focus for 2021 will be to continue implementing and embedding identified projects regarding fatality prevention, hazard identification and risk management, fitness for work, occupational hygiene and health and wellbeing. These projects will be underpinned by our culture of shared accountability and responsibility when it comes to health and safety, particularly our goal of zero work-related injuries and illnesses.

CASE STUDY

Mental Health Framework

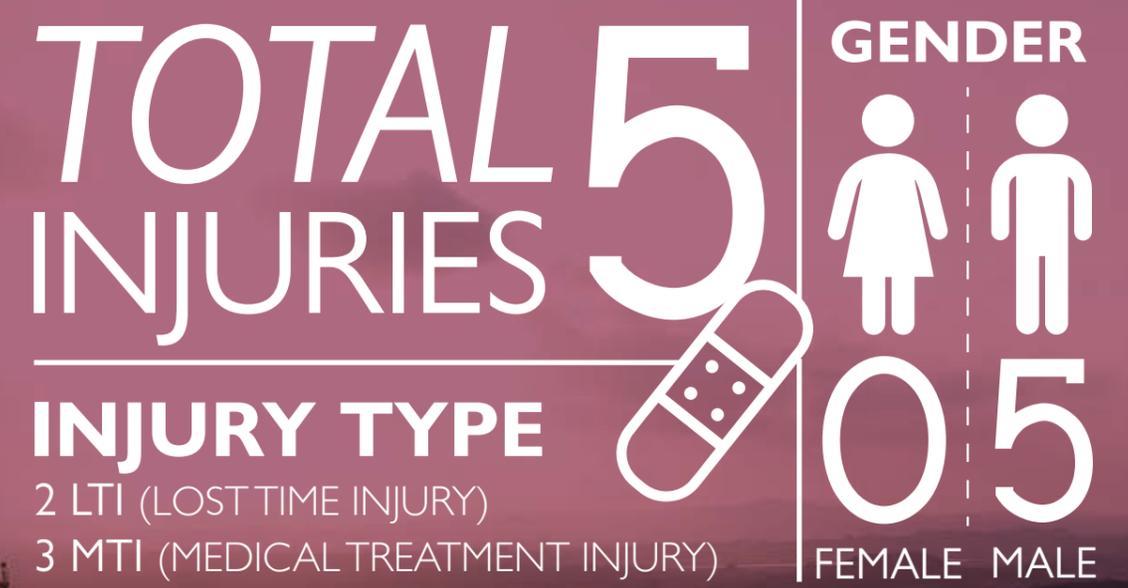
Our value of Caring includes caring for our people’s psychological health and wellbeing. For this reason, developing our Mental Health Framework was a key improvement project we implemented in 2020, and forms part of our Live Better, Work Better wellbeing programme. The Framework’s goal is to raise awareness around mental health issues, to support our people to put their hand up if they are doing it tough, and to support our team members and peers by knowing how to connect with services, should they need them.

The key elements of the framework include:

- our psychosocial risk assessment aligned to the SafeWork Australia Guide for work-related psychological health: a systematic guide to meeting your duties;
- our governance documents, Fitness for Work Procedure and Mental Health Framework Standard Operating Instruction;
- our Peer Support Network; and
- integrated training at all levels of the organisation, regarding general awareness for all employees, Peer Support Network training, leaders training and Mental Health training, partnering with Lifeline.

Peer Support Network member, Scott Moore, Advanced Mechanical Tradesperson, said the Programme empowers members of the network with some knowledge and resources to help others.

“Anybody could need help from time to time and I feel I’m better equipped to listen to someone who is going through a tough time, and if need be, direct them to professional services. Lending an ear to someone might help them more than you will ever know.”



ALL INJURY FREQUENCY RATE
0.93 (PER 200,000 HOURS)

0 FATALITIES



This year marks the fifth year of our Licence To Operate (LTO) Framework, which defines our overarching approach to managing our potential social, economic and environmental impacts. The Framework has been the driver of openness and transparency with our stakeholders, particularly with our local community. It also provides a platform for ongoing collaboration with our people, empowering them to understand and mitigate social and environmental risks in their day-to-day activities.

Portfolio of projects

Reflecting on the performance of the LTO Framework over the past five years, we have delivered 171 improvement projects to proactively manage risks and advance our social licence to operate. Accountability for the delivery of LTO Projects is business-wide and has been key to driving shared responsibility for our LTO performance across all teams.

In 2020, the LTO Project Portfolio consisted of 51 projects, of which 42 were completed by year end. Six projects are still active and will be carried over to 2021, including additional low-noise drive installations. Three projects were removed from the portfolio or put on hold due to changes in priorities.

Understanding and managing stakeholder expectations

Our stakeholders expect us to measure, evaluate and communicate our performance beyond compliance requirements. To meet this expectation, in 2016 we developed our LTO Model, a tool that drives improvements, measures and evaluates performance, and also provides comprehensive and easy to understand information.

Understanding how the community sees our business and addressing areas of concern is a key component of our LTO. Our Local Voices Community Survey is a tool that enables us to explore the key drivers of trust between our business and our local community. Using the survey results we can identify where we need to better focus our efforts, and thereby improve our environmental, social and operational management and performance. In 2020, we completed the first two years of Local Voices, which forms a baseline and enables us to compare results over time. We committed to another two years of Local Voices, which commenced with an Anchor Survey in September. Local Voices Community Anchor Survey feedback is presented throughout this report and detailed in a case study on page 33.

WE PROACTIVELY MANAGE OUR IMPACTS

Sustainability is embedded in our day-to-day operations

LICENCE TO OPERATE FRAMEWORK

Regulatory Compliance – Proactive Management & Industry Leadership
– Understanding & Meeting Stakeholder Expectations

ENVIRONMENT



OUR APPROACH:
To continuously improve our baseline performance over the long-term while eliminating one-off incidents.

GOVERNANCE



OUR APPROACH:
To have an interdependent culture which achieves beyond regulatory compliance outcomes, in line with our values and stakeholder expectations.

RELATIONSHIPS & REPUTATION



OUR APPROACH:
To be an active and valued member of the Newcastle region and known for our actions and words aligning with our values.

SOCIAL IMPACTS & CONTRIBUTIONS



OUR APPROACH:
To leverage our resources and knowledge to contribute to a sustainable and vibrant Newcastle while minimising impacts on the community.



LICENCE TO OPERATE PORTFOLIO OF PROJECTS

TOTAL # OF PROJECTS **51** COMPLETED TO DATE **42**

6 ONGOING

3 REMOVED FROM PORTFOLIO

CATEGORY	# OF PROJECTS	ICON
GOVERNANCE	7	
AIR QUALITY	5	
NOISE	8	
WATER	24	
ENVIRONMENTAL FOOTPRINT	2	
RELATIONSHIPS & REPUTATION	3	
SOCIAL IMPACTS & CONTRIBUTIONS	2	

WE ARE COMMITTED TO CONTINUALLY IMPROVING OUR PERFORMANCE

We respond to changing conditions and new challenges

Environment is one of the four themes under our LTO Framework and our approach to environmental management is to continuously improve our performance over the long term.

The focus areas for our environmental management and performance are air quality, noise, water and environmental footprint (energy efficiency and emissions, land use and biodiversity, potable water consumption and waste).

We have implemented an Environmental Management System (EMS), certified to ISO 14001, which provides a systematic approach to managing our potential environmental impacts and responds to changing environmental conditions in line with stakeholder expectations. This systematic approach contributes to our sustainability by managing our key areas of operational risk – air quality and dust emissions, potential noise impacts, and the management of site water systems to avoid pollution incidents. We regularly review our environmental performance by analysing our objectives, targets and the LTO Model.

Each environmental focus area has a range of management strategies, including investment into LTO projects to maintain and improve the environmental performance of our terminals and to ensure we continue to meet stakeholder expectations. We have identified 46 improvement projects for 2021 including six projects that were carried over from 2020, mainly due to COVID-19 impacts. Water management remains a key focus, comprising more than 40% of total projects. Air quality, noise and community-related projects also feature significantly in the LTO Project portfolio.

Performance

In December 2020, our Carrington Terminal reached a notable milestone by achieving two years with no reportable environmental incidents. A testimony to the substantial amount of resources and upgrades implemented at the terminal in recent years and the commitment to improvement from the team. At our Kooragang Terminal, however, there were 10 reportable environmental incidents during the year, exceeding our goal of less than four annually.

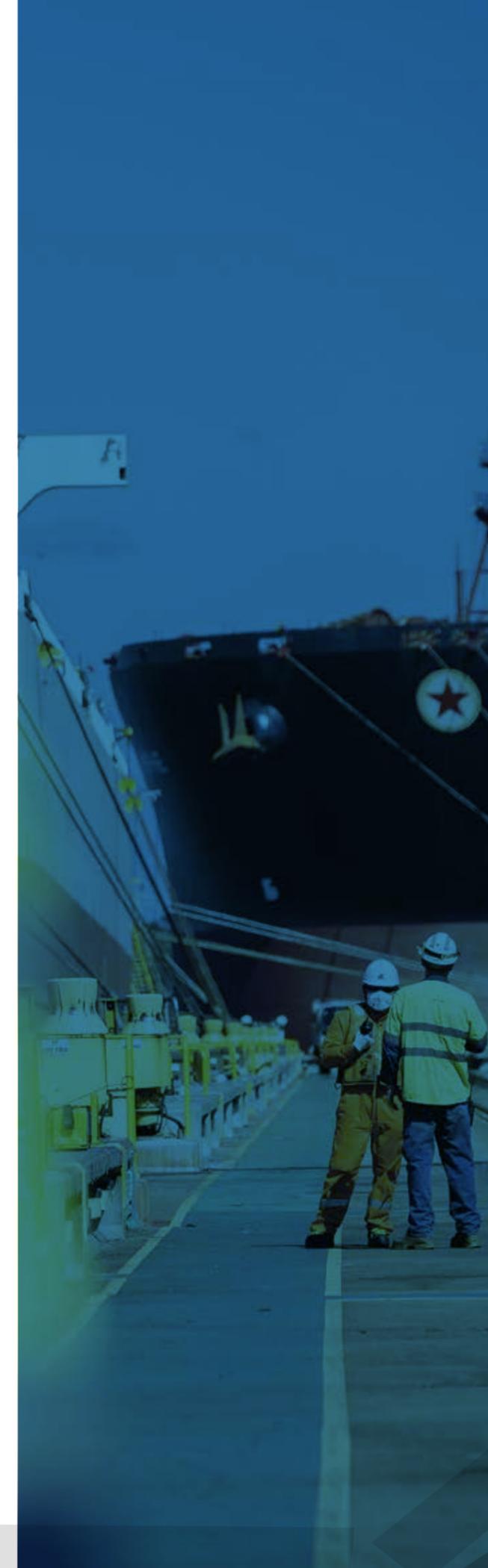
All incidents were managed with prompt action to minimise environmental impacts, with thorough investigations conducted, and additional measures implemented to avoid any potential reoccurrence of a similar nature.

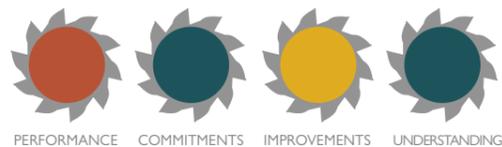
Our performance target for 2021 is to again have no more than four reportable environmental incidents, a goal that is supported by targeted risk-based management strategies and implementation of improvement projects. In 2021 we also plan to review our internal auditing programme to identify early indicators that could lead to improvements in environmental management practices.

Community feedback

We aim to improve the understanding of our environmental practices among our community stakeholders. Through the two Local Voices Community Surveys conducted in 2020, we asked community members about a range of potential environmental impacts including dust, water quality and noise.

Responses show a generally positive improvement in sentiment towards key environmental measures. Dust and water impacts were viewed less negatively in the September Community Anchor Survey than the March Pulse Survey, and ratings of Port Waratah's work to protect the local environment sharply improved in the same time period. The clear exception to this was perceptions of noise impacts created by Port Waratah's operations, and community members felt that there was room for improvement in managing this impact. We are aware that our potential impacts are of greater concern for residents in neighbouring portside communities compared with those living in the broader Newcastle area and we actively engage with them as a priority. Overall, the 2020 Local Voices Community Survey results were similar to those of 2019.





PERFORMANCE COMMITMENTS IMPROVEMENTS UNDERSTANDING

MANAGING DUST IS A KEY FOCUS

Our control techniques, processes and systems are world class

Port Waratah understands that if not managed appropriately, the nature and scale of our operations has the potential to generate dust and negatively impact our community. We therefore recognise that dust is a material issue for our portside stakeholders.

How we manage air quality

Our Intelligent Dust Management System (IDMS) utilises data from onsite weather stations, as well as forecast weather data from the Bureau of Meteorology, to continuously assess stockpile moisture levels and the potential for dust lift-off. A network of Real-Time Dust Monitors (RTDM) within the site boundary is also used to report onsite dust concentration measurements.

The stockyard water sprays are automatically activated to proactively manage stockpile moisture and/or respond to RTDM levels as required. Water sprays are also utilised as required throughout all conveyor transfer operations, from train unloading to shiploading.

Dust mitigation measures have been considered throughout our infrastructure design, incorporating soft-flow chutes, conveyor belt cleaning systems, real-time dust monitoring and enclosed facilities wherever possible. Operational management practices, such as the use of mobile spray systems and water carts, manual hosing or spraying of coal, routine site cleaning and sealing open areas, wherever possible, also assist in reducing the potential for dust generation. Port Waratah is committed to delaying or, if required, ceasing operations in adverse conditions.

Regulatory compliance

We routinely review the data collected by the Newcastle Local Air Quality Monitoring Network to understand Newcastle's seasonal air quality performance. This information is shared throughout the business and is taken into consideration during operational planning.

Seasonal air quality monitoring reports for 2020, which are collated by the Department of Planning, Industry and Environment, showed that air quality results remained within national benchmarks and were recorded in the good to fair categories for the majority of the year, despite extensive bushfires greatly impacting on air quality in the Newcastle region during the 2019/20 summer.

Other factors that can impact air quality in the Newcastle area include natural aspects, such as below average rainfall, sea salt and pollen, domestic activities (such as wood fires, heaters, motor vehicles and internal combustion engines) and industrial activities.

We recorded one licence non-compliance attributed to excessive dust generation during shiploading operations at the Kooragang Terminal in 2020. In response, we suspended shiploading activities and the conveyor and chute sprays were inspected. Repairs were subsequently undertaken, and the remainder of the vessel's cargo was loaded at a reduced load rate to manage risk of further dust generation. No further issues were observed.

Continuous improvement

We are committed to the continuous improvement of our dust management systems and capabilities, evaluating IDMS performance on an annual basis and introducing refinements, wherever possible.

During 2020, a detailed review of the dust management infrastructure and operational processes within the coal transfer and stockyard was undertaken and led to improvements in operational and maintenance regimes. A review of the coal-flow process was also undertaken to streamline the movement of coal and minimise the potential for coal spillage. Updates have been incorporated into the process, resulting in a reduction in coal spillage volumes. This will continue to be a focus in 2021.

We also undertook a project to replace the series of real-time dust monitors located around the perimeter of Kooragang Terminal. This investment will ensure the ongoing operation and improved reliability and performance for the IDMS. Similar capital investment is scheduled for Carrington Terminal in early 2021.

Community feedback

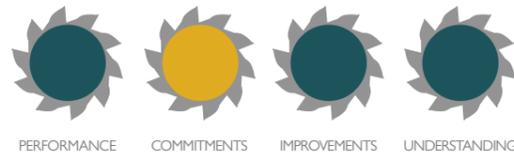
Air quality and dust are key environmental concerns for our local community, particularly for those living in portside suburbs. The 2020 Local Voices Community Anchor Survey results indicated a positive shift in community perceptions regarding management of dust impacts and overall satisfaction with our dust management practices.

CASE STUDY

New Dust Management Technology

Following completion of a successful trial in 2020, our Intelligent Dust Management System (IDMS) will be further enhanced with upgraded Real-Time Dust Monitors (RTDMs) and extended to within the train unloading stations. The RTDMs will provide improved early detection capability by measuring dust concentrations at the moment coal arrives. In the event that elevated dust concentrations are experienced, this new technology will enable a quick response to manage the specific cargo as it is transferred to the stockpile.





Port Waratah takes a long-term strategic view to ensure we continually improve our noise emissions over time. Focussing on areas of our site that have the best noise reduction opportunities for our neighbouring communities, we have developed a plan that delivers sustainable long-term noise improvements for the community and complements operational performance outcomes.

How we manage noise

An operating coal terminal is a noisy environment, therefore understanding how and where we generate noise is key to ensuring that we have effective controls in place to minimise potential impacts. These controls are incorporated into the design and operation of our equipment, as well as the scheduling of work, the systems and procedures that direct our daily operations and long-term noise improvement strategies.

Where it is commercially viable, the installation of low-noise specification equipment (i.e. conveyor drives, rollers, and coal transfer chutes), is standard practice at Port Waratah. We have incorporated best practice design principles to reduce offsite noise, such as the enclosure of transfer points, re-orientation of alarms and adjustment of alarms to minimise noise in offsite areas.

Our employees and contractors play a critical role in managing noise, therefore ongoing education and awareness training play an important part ensuring noise-related issues remain a focus area for our business and that our terminals are being operated and maintained effectively.

Regulatory compliance

Ongoing compliance is demonstrated through our noise monitoring programme which regularly assesses our performance against our noise criteria and long-term goals. Throughout 2020, we maintained full regulatory compliance with noise-related conditions specified in development consents. In the absence of regulatory criteria, we have developed internal noise goals to measure and monitor our performance. Our performance against set goals demonstrates improvement, with just two instances of night-time noise levels exceeding the relevant goal.

Continuous improvement

Good progress was achieved with the Carrington Terminal's multi-year Conveyor Drive Strategy. The strategy aims to reduce our noise impact in neighbouring communities by upgrading more than 30 drives over several years with lower noise replacements. In 2020, another set of primary and secondary stockyard conveyor drives were upgraded

in June, and the Reclaimer 1 boom drive was replaced in October. Since commencement in 2017, 17 drives have been upgraded, with a capital expenditure of more than \$4.5 million. In 2021, we plan to upgrade a further five drives with a budget of \$1.7 million.

The Kooragang Terminal continued implementation of its noise reduction strategy, focussing on a programme of 'hot-spot' monitoring of conveyor systems and the targeted replacement of higher noise-generating locations. Five conveyors with a total length exceeding 4.7km were assessed and segments with noise generating hot spots will be targeted for replacement in 2021.

Community feedback

Overall, the results from the Local Voices Community Anchor Survey show the management of noise at Port Waratah has improved. However, responses did indicate that perceived noise impacts were slightly higher than previous surveys. This trend will be closely assessed in future surveys in conjunction to the implementation of planned noise improvement initiatives throughout 2021.

KEEPING THINGS QUIET

Proactive strategies to ensure effective noise management outcomes

CASE STUDY

Carrington Real-time Noise Monitoring Technology

Since the Real-time Noise Monitoring Trial commenced at Carrington Terminal in 2019, we have successfully demonstrated the ability to identify 10 separate noise sources using the technology.

We also identified that noise from our Carrington Terminal operations does not dominate the local noise profile, and therefore it has been an ongoing challenge to develop a reliable method of identifying onsite noise issues impacting adjacent residential areas. The trial identified that while background noise does increase and decrease in line with the Terminal's operating status, the overall change in background noise is unlikely to be noticeable in residential areas in combination with other non-Port Waratah noise sources.

Throughout 2020, we focussed on trying to identify noises that may concern nearby neighbours, such as faulty idlers or alarms, as these noises typically have a higher pitch than normal operational noise. However, the practicality of this method proved to be challenging due to the variability in these types of noise.

In 2021, we will review the trial outcomes, looking at how we can consolidate learnings and drive improvement.

CARRINGTON CONVEYOR DRIVE STRATEGY



2020

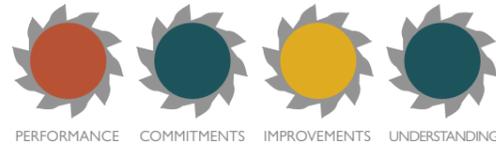
3 TOTAL
SC8 Primary and Secondary Drives
Reclaimer 1 Boom Drive

SPEND \$976,000

2021 PLANNED

5 TOTAL
SC2 Primary and Secondary Drives
Stacker 3 Boom Drive
SC3 Primary and Secondary Drives

SPEND \$1,700,000



PERFORMANCE COMMITMENTS IMPROVEMENTS UNDERSTANDING

The responsible management of water at Port Waratah is critical to our operations and its sustainable use a key focus of continuous improvement programmes.

Performance

The Site Water Balance Model and water management systems at our terminals operated effectively throughout the year. During 2020, a number of rainfall events occurred that exceeded the storage capacity of our water management systems and resulted in localised overflows, as provided in our Environment Protection Licences and development consents.

Unfortunately, we did not achieve our target, experiencing six incidents at our Kooragang Terminal. The incidents were largely caused by limitations of controls or infrastructure, which has led to extensive investigations to review and improve controls through planned corrective actions. While the incidents were minor in nature, they were recorded and notified in accordance with our legislative requirements. In order of occurrence, the incidents were:

- In March, a hydraulic hose failed on a shiploader at Kooragang resulting in the discharge of approximately five litres of hydraulic oil into Newcastle Harbour. A floating oil-absorbent boom and absorbent mats were used to contain some of the oil in the harbour, the hose was replaced, and the failure mode was investigated to eliminate the potential recurrence of the incident.
- In May, washdown water was blown by extreme wind conditions from an onsite washdown activity onto a nearby public roadway. Spill response equipment was deployed to prevent further water entering a nearby public roadway drain. Residual water in the roadway gutter and drain pit were removed with a vacuum tanker and returned to site. A review of the pre-task hazard assessment has been undertaken to highlight potential weather impacts on tasks.
- Two incidents in July and September involved drainage systems on our shiploaders at Kooragang Terminal. These incidents were the result of blockages and leaks in the launders directing washdown water to the collection system. Small amounts of coal laden water discharged from the launders into Newcastle Harbour during these events. The blockages and leaks were repaired, and the machine returned to service. An inspection of the launders is undertaken following all shiploader washdowns to identify any potential issues with the launders prior to operation.

WATER IS ESSENTIAL TO OUR OPERATIONS

We understand the important role of water in our local environment and how we can use this resource sustainably

- In October an underground fire main ruptured resulting in approximately 108kL of process water discharging into Newcastle Harbour at Kooragang Terminal wharf. The water supply system was shut down and the pipeline repaired.
- The final incident occurred in late December, when the conveyor drive fluid coupling fusible plug located on a shiploader, discharged oil due to reaching its temperature limit. This resulted in the release of the entire capacity of the fluid system (22.5 litres). Approximately seven litres of oil landed on the deck of the machine, and approximately 15 litres of hydraulic oil entered Newcastle Harbour below. A review of the type of fusible plugs in use on the shiploaders to an enclosed system type is in progress.

All incidents were investigated with corrective actions developed to minimise the potential for reoccurrence. We continue to invest significant time, effort and resources to eliminate water related non-compliances.

CASE STUDY

Kooragang Water Management System Automated

The water management systems at Port Waratah comprise substantial infrastructure of storages and connecting pipework, drains and pumping systems. The control of water onsite uses Programmable Logic Control systems that utilise field sensors and transmitters to monitor and control the storage and transfer of water.

During 2020, the last major storage at the Kooragang Terminal was integrated with the automated water management system, removing the need for personnel to manually operate transfer pumps, which often took place during the night and/or rain. The project involved a \$2.5 million investment to install new pumps, pipework and level telemetry that now automates the transfer of water to and from the storage. This major improvement to the water infrastructure enables the refinement of efficient system operation and maximises available storage.



Water Management Improvement Projects in 2020

16 CAPITAL PROJECTS

OVER \$4.3 M SPENT

IMPROVEMENTS

Carrington:

- Commencement of works on a third stormwater storage tank.
- Connection of a filtration system to the main water supply storage tank (reducing potable water consumption).
- Bank stability improvements to main storage dam.
- Installation of a pollutant trap to capture debris and vegetation.

Kooragang:

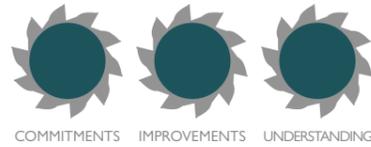
- Additional washdown controls on all shiploaders, including redesign of a trimmer flap and launder enhancements.
- The automation of water transfers to and from water storage facilities.
- Surface water drainage improvements.
- Assessed infrastructure to identify process water improvements for further investigation.



Community feedback

Water management remains one of the environmental concerns for our local community. The 2020 Local Voices Community Anchor Survey results showed that most participants view Port Waratah as a responsible water user, which is consistent with previous survey results. Survey responses also showed increased satisfaction in our management of potential water quality impacts to Newcastle Harbour.

26



COMMITMENTS IMPROVEMENTS UNDERSTANDING

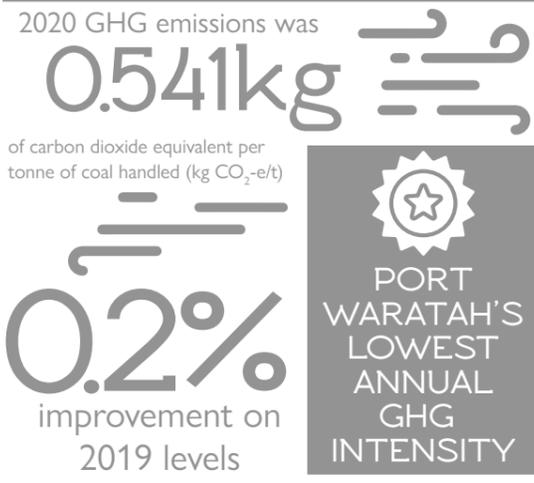
Our environmental footprint describes the demand on the capacity of the natural resources and environment in which we operate. We reduce this demand through identifying and implementing improvements to use electricity and potable water more efficiently, generating less waste and diverting more from landfill, as well as enhancing onsite biodiversity and improving land use practices.

Energy and emissions

Almost 99% of the total energy consumed at Port Waratah is from grid purchased electricity, which is required to operate our plant and equipment. In 2020, we made the switch to an electricity provider that generates 95% of their energy from renewable sources. Improving our energy and emissions performance requires us to reduce the amount of electricity required to move each tonne of coal handled at our terminals. Our target for 2020 was to improve upon our 2019 electricity efficiency (our best year recorded). Unfortunately, our electricity efficiency was 0.4% behind our 2019 performance. Pleasingly however, our all-time top four months for electricity efficiency were recorded in 2020.

Our energy consumption and greenhouse gas (GHG) emissions are reported each financial year to the Australian Federal Government through the National Greenhouse and Energy Reporting (NGER) Scheme.

Our overall Scope 2 emissions reduced by more than 8,900 tonnes of Carbon Dioxide equivalent (CO₂-e) an improvement of 4.3% compared to 2019. Adjusted for total coal handled, we saw an improvement of 0.2% to 0.541kg CO₂-e per tonne handled, which is our lowest annual GHG intensity. GHG emissions calculations are based on our Scope 2 GHG emissions resulting from the electricity consumed, which includes carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). Our data is publicly available via the Clean Energy Regulator's website and is used to meet international reporting obligations, inform government policy and provide information for government programmes and activities.



Land use and biodiversity

Both of our terminals are situated in areas of rich industrial history and adjacent to areas of significant ecological importance. Immediately adjacent to the 2.1km² Kooragang Terminal is the Hunter Wetlands National Park and the internationally recognised Hunter Estuary Wetlands Ramsar site. The wetland supports 45 species of migratory birds listed under international agreements and more than 110 species of waterbirds.

Our Land Management Strategy encompasses all managed sites, with a focus on enhancing areas of biodiversity value within our property boundaries. Weed management is a primary focus, targeting regional strategic weed species, such as Pampas grass, Groundsel bush and Lantana.

Throughout 2020, it was pleasing to note that several work activities at the Kooragang Terminal successfully implemented our Green and Golden Bell Frog (GGBF) Management Plan ensuring our activities do not impact upon the welfare of the local GGBF population. One of these projects managed to relocate more than 30 GGBF in a single pre-clearance survey, with the assistance of a specialist ecologist.

Potable water consumption

The use of water at Port Waratah is a key component in nearly all aspects of our operations. Stored water is used preferentially for operational activities, such as dust suppression, with potable water, purchased from Hunter Water, used for amenities and to top up supplies when there is insufficient water available onsite. We aim to improve our potable water efficiency and reduce the overall volume of potable water used for operational purposes.

At the start of 2020, severe dry conditions continued across the Region, with Level 1 escalating to Level 2 water restrictions in January. We worked with Hunter Water in refining and implementing Water Efficiency Management Plans for our terminals. Thankfully for the Region, regular rainfall returned from February, replenishing supplies and easing demand pressures for households and industry.

Our target was to reduce our potable water consumption compared to the previous three-year average (2017-2019). With the return of regular rainfall, this target was easily achieved with potable consumption reducing 40% to 1.96ML per day, or by 476ML for the year. For the Kooragang Terminal, potable consumption in 2020 was the lowest recorded with its fully expanded capacity (since 2013), and the Carrington Terminal recorded its second lowest annual consumption in 12 years.

In 2020, we reviewed several aspects of our water management system operating philosophies and adjusted how and when water is stored and transferred in the system. This has significantly increased the efficient reuse of water at the Carrington Terminal.

ENERGY



CONSUMED

0.6686

KILOWATT HOURS

per tonne of coal handled (kWh/t)

2nd best annual performance for electricity efficiency



141,716 MWh consumed in 2020 is our **lowest annual consumption since 2011**

ELECTRICITY EFFICIENCY

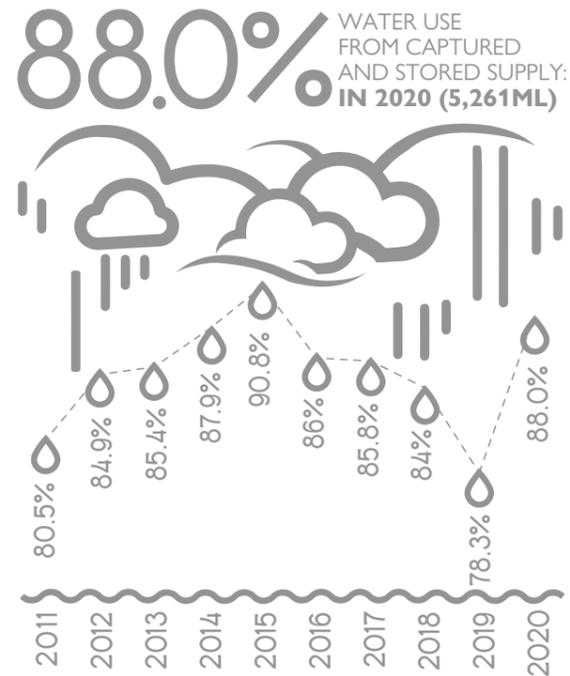


7.3% IMPROVEMENT over the past 10 years

Equivalent to saving **9,984,896 kWh** compared to 2010. That's enough electricity to power more than 1900 Newcastle households for a year*



*Based on Ausgrid average electricity use 2018/2019 <https://www.ausgrid.com.au/Common/About-us/Corporate-information/Data-to-share/Average-electricity-use.aspx>



Effluents and waste

Our objectives of improved resource efficiency through waste segregation, waste minimisation, landfill diversion and recycling opportunities are core to improving our environmental footprint.

Our target to reduce the amount of waste sent to landfill compared to the previous year was achieved, with a 3.5% reduction against 2019 totals. We also managed to improve our landfill diversion and recycling rate by 0.8%.

We managed to secure a sustainable solution to a problematic waste item, steel cord conveyor belts. Through a locally based agent, we found a sustainable end use for used conveyor belts in regional agriculture markets and in small quarry operations in India.

Waste effluent pumped from the Carrington Terminal Sewage Treatment Plant generates the largest proportion of waste at our sites. In 2020 it totalled 2,434t, or 54.6% of the total waste generated by Port Waratah. Effluent collected is transported to and treated at local Hunter Water treatment plants. Following the treatment process, water is re-used for irrigation and industrial use, with the remaining volume returned to the environment. The biosolids produced from the treatment process are reused for mine site rehabilitation.

During 2020, no waste materials were received at our terminals or licenced waste facilities. We did record two hydrocarbon related spills of oil from our Shiploaders at the Kooragang Terminal in March and December (see pages 26 and 27).

Material tracking

We recorded three events where sediment material from our site was tracked onto public roads from vehicles leaving site. On each occasion we endeavoured to remove as much material as possible from the events, using appropriate tools or street sweepers. We have undertaken employee and contractor education to highlight the need for personnel to check their vehicles for material prior to leaving site and are in the process of establishing more wash bays around site to increase vehicle cleaning opportunities.

Plastic Police Programme

Our War on Waste Team introduced the Plastic Police programme across the organisation in June 2020, encouraging an active waste culture at work and home. Soft plastic waste is collected throughout the business, with employees investigating ways to reduce soft plastic packaging and other sources in the workplace.

Since that time, 157 kilograms of soft plastics has been collected and diverted from landfill. This is equivalent to 39,175 plastic shopping bags and if you lined them up, they would stretch more than 12 kilometres.

The next stage of the process is to buy back some items that have been made from our plastic waste. This could include a park bench, wheel stops for our car parks, bollards, signs or road base.

Our actions are helping to stem the tide of plastic pollution and unnecessary use of soft plastics.

CASE STUDY

93% LANDFILL DIVERSION

Waste diverted from landfill for recycling or treatment at licenced facilities



1,319 tonnes of hazardous waste



391 tonnes of non-hazardous waste

TOTAL DIVERTED OF

4,144 TONNES



2,434 TONNES

of waste effluent pumped from the Carrington Terminal

WASTE DISPOSED INTO LICENCED LANDFILL FACILITIES



298 tonnes of non-hazardous waste

11 tonnes of hazardous waste



TOTAL OF **309 TONNES**

For reporting purposes, one litre of liquid waste (for example, effluent, oil, chemicals) is taken to be one kilogram. All waste is diverted to local treatment facilities.



WE'RE AN ACTIVE MEMBER OF NEWCASTLE & THE HUNTER REGION

We care about our community and build genuine, reliable relationships to achieve shared outcomes

Port Waratah has a proud history of actively engaging with our stakeholders, including our employees, our customers, the community and the environment. We take a proactive approach to open and timely engagement and strive to build strong relationships.

Understanding our stakeholders and their interests

Understanding our stakeholders' expectations and delivering value back to the community is a key business priority for Port Waratah. A materiality assessment review process, conducted in August identified and validated the issues that are important to our stakeholders. Our strategy guides our engagement approach to effectively understand and address stakeholder issues, interests and concerns. The strategy emphasises the importance of recording outcomes and evaluating our performance in order to influence the context of future engagement.

Being part of the community involves advocating for Newcastle and the Hunter Region. One of the ways we do this is actively participating in regional advocacy. Our CEO, Hennie du Plooy, completed a second year as President of the Hunter Business Chamber and was re-elected for a further term as a Director. The Committee for the Hunter welcomed its first elected board of nine directors during the year, with Hennie maintaining his Director role. We look forward to progressing ongoing Regional conversations and participating in civic leadership in 2021.

How we engage

We continue to use a variety of engagement methods to connect with and seek feedback from our stakeholders. Communicating openly and responding quickly to community concerns underpins our strategy. We appreciate that different engagement methods appeal to different stakeholders, and we continue to tailor our communication and engagement efforts to suit their needs, while at the same time meeting safety requirements in response to the COVID-19 pandemic.

Our Community Meeting Group met four times in 2020 and we continued to run a 24-hour community enquiry phone line and online enquiry form on our website. During this year, we received eight community enquiries, none of which Port Waratah was deemed accountable.

Our site tours programme continued in early 2020 until COVID-19 restrictions were implemented in March. A total of 32 tours were conducted, with 202 people visiting our operations. The programme recommenced in December. Tours provide a platform for us to engage with customers, industry delegations, social clubs, schools, educational groups and other interested members of the public.

We share information using a quarterly digital community dashboard and a quarterly community newsletter delivered to portside households, both are published on our

website. We also utilise local print and digital media, radio and television broadcasts, and news website updates. This multi-channel approach enables us to maintain a strong presence in traditional media while simultaneously enhancing information available via digital channels.

Our reach on social media remains steady, however, numbers are down on 2019 figures largely due to fewer posts and mentions during the COVID-19-impacted year. Social media platforms, including Facebook, Instagram and Twitter remained key channels for information sharing between Port Waratah and the community.

1,951
SOCIAL MEDIA FOLLOWERS
(12.5% INCREASE)

60,000
COMMUNITY NEWSLETTERS

8
COMMUNITY ENQUIRIES
3 2 3
DUST NOISE OTHER

Local Voices

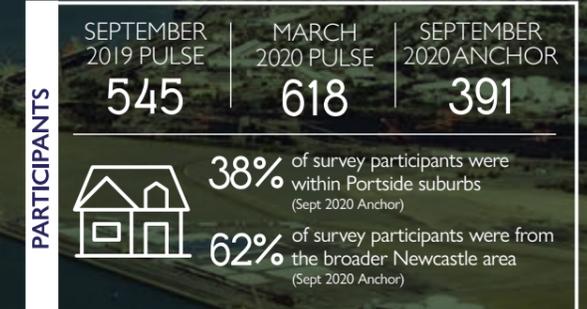
Since the two-year Local Voices Community Survey engagement programme commenced in 2018, it has been a valuable tool for gathering information and listening to feedback from our community.

In 2020, a Pulse Survey was conducted in March, and a more in-depth Anchor Survey in September. Participation in the surveys increased to a total of 1,009, an increase of 31% compared to 2019. Respondents in 2020 comprised of 47% portside residents (38% in September Anchor Survey).

Survey responses highlight community views on local environmental and social issues, as well as factors most important for building trust and improving the community's acceptance of Port Waratah. This is an important way for us to identify where we need to focus our efforts to maintain and improve our relationships and reputation in the community.

Pleasingly, the community's trust in and acceptance of Port Waratah has remained steady and strong since 2018. The results of each survey are shared publicly on the Local Voices website to ensure transparency for survey participants and interested stakeholders.

LOCAL VOICES COMMUNITY SURVEYS



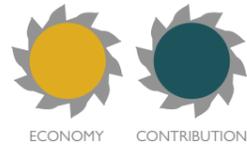
TRUST AND ACCEPTANCE OF PORT WARATAH REMAINS STRONG AND STEADY

A SNAPSHOT OF HOW THE COMMUNITY FEELS ABOUT PORT WARATAH



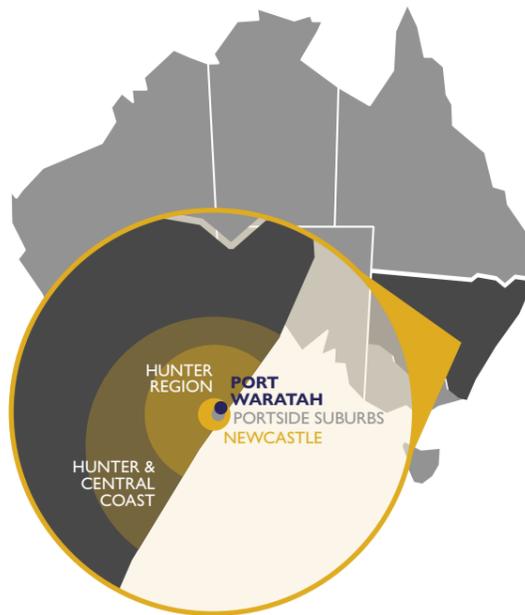
The community's confidence in regulation to ensure businesses do the right thing, and businesses addressing community concerns both dipped in the March Pulse Survey but improved in the September Anchor.





WE CONTRIBUTE TO A SMART, SUSTAINABLE AND VIBRANT NEWCASTLE

We support our local economy and community where it's needed most



Port Waratah is committed to contributing to the prosperity of Newcastle and the Hunter Region. We contribute to the local economy by buying and employing locally and support the sustainability and resilience of the local community through our Community Investment and Partnership Programme.

Support for our local economy

We are committed to promoting employment, stimulating local economic growth by purchasing from businesses that are located in the Hunter and Central Coast regions, and by taking an active approach to sourcing local materials, contractors and professional services. We give preference to local suppliers in our decision making process, while also taking competitiveness, reliability, reputation, previous experience, commercial considerations and legal obligations into account. In 2020, we spent \$86 million in the Hunter and Central Coast regions, representing 78% of our total spend.

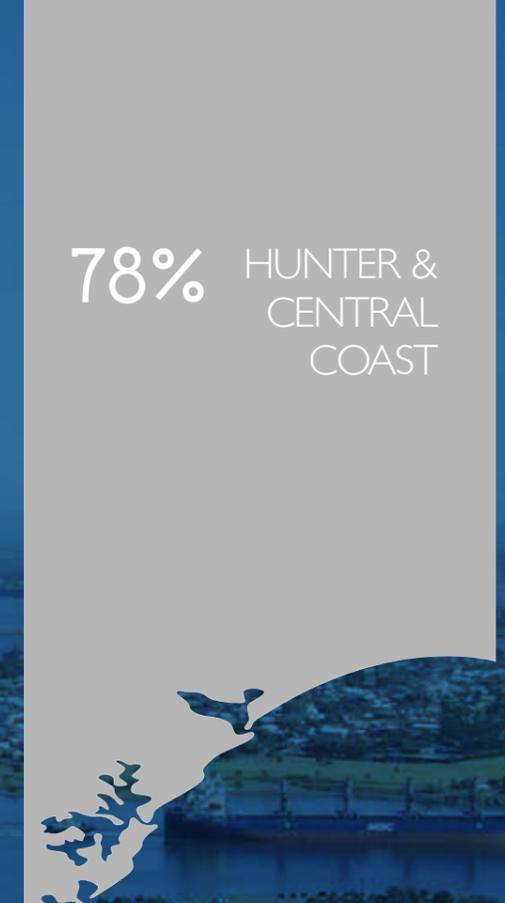
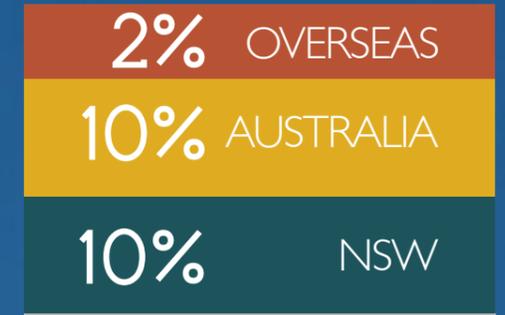
Sustainable procurement

Our Procurement Strategy is built on having an environmentally and socially sustainable supply chain. All of our contractors are required to undergo an accreditation process, including an assessment of their policies and procedures to ensure adequate health and safety and environmental management systems are in place. A review of our contractors, based on performance expectations, including safety, environmental and other agreed performance targets, is conducted every 12 months. When procuring goods and services from suppliers we refer to our Purchasing Policy and Procedure which considers social and environmental impacts in purchasing decisions with a focus on maintaining safety and quality, protecting the environment and human health, saving energy, minimising waste, conserving resources and complying with the modern slavery legislation. Our contractors and suppliers are also expected to abide by our Code of Conduct, which is available on our website.

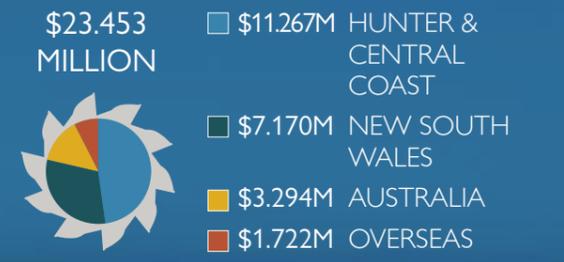
Addressing and eliminating modern slavery risks

We acknowledge our responsibility to identify risks of modern slavery in our supply chain and, if required, initiate remediation processes accordingly. In 2020, we continued our review of the sustainability of our purchasing practices and the compliance of our suppliers and contractors with Australia's new Modern Slavery Legislation. Our Modern Slavery Statement is available on our website.

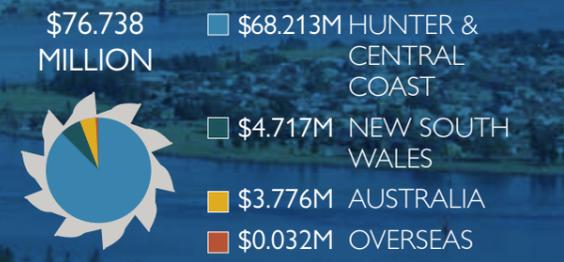
2020 SUMMARY OF SPEND (% OF SPEND)



MATERIALS/PURCHASES*



CONTRACTORS/CONSULTANTS



PROFESSIONAL SERVICES**



*Excludes electricity \$18.133 million. **Includes insurance. Due to rounding, numbers may not add up precisely to the totals and percentages provided.

57%
OF SPEND IN
NEWCASTLE
LGA (\$62.825M)

COMMUNITY SUPPORT

2020 Investment: **\$750,000**

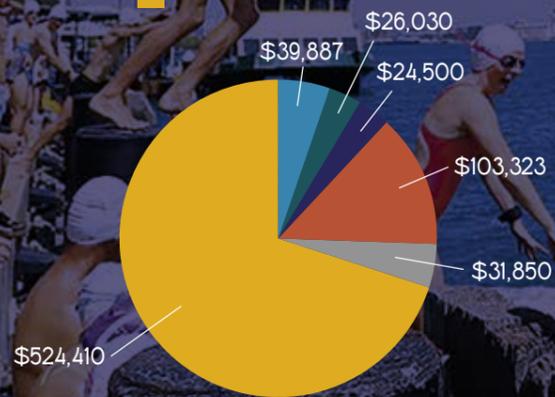
86% of projects directly benefit Newcastle and portside suburbs

21% OF FUNDING FOR EDUCATION FOCUSED PROJECTS INCLUDING **\$40,000** for eight Portside schools to support students learning from home

107 INITIATIVES SUPPORTED

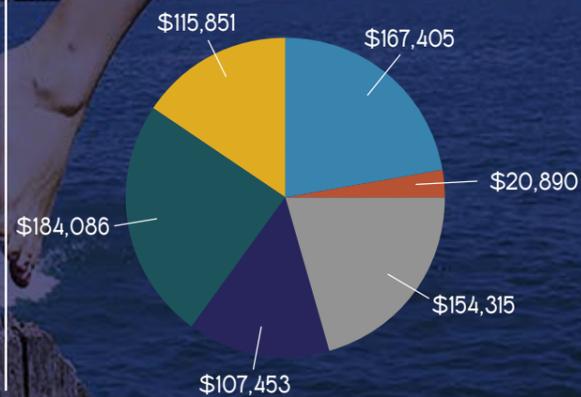
BREAKDOWN BY LOCATION

- STOCKTON/FERN BAY
- THROSBY VILLAGES
- CARRINGTON
- HUNTER REGION
- MAYFIELD
- NEWCASTLE REGION



BREAKDOWN BY PRIORITY AREA

- DIVERSITY
- YOUTH SPORT
- EDUCATION
- GENERAL COMMUNITY
- HEALTH
- ENVIRONMENT



Support for our community

Our Community Investment and Partnership Programme (CIPP) invested \$750,000 with local community groups and organisations in support of building capacity, skills and knowledge. Port Waratah delivers value to the Newcastle community by funding projects and initiatives that address specific needs and contribute to the overall sustainability of the Hunter Region. Priority areas of our support include education, health, diversity, general community wellbeing, youth sport and the environment. Information on our programme's criteria and application process is available on our website.

The delivery approach of our CIPP was refreshed in 2020, implementing new elements and reinvigorating others. Our support contributed to the success of 107 projects, initiatives and events.

Youth Sport in Portside Suburbs was introduced for the first time, aiming to deliver benefits directly to the families of children and teenagers who participate in sporting activities in portside suburbs. It has deepened the connection between Port Waratah and the suburbs neighbouring our operations and we look forward to seeing this element of our programme grow.

Employee-led community participation

Most of our workforce live locally and are passionate about various community groups and charitable causes that support the people of our Region. In 2020, employees participated in a number of physical fundraising challenges through our community programme to support charities, such as The May 50K for Multiple Sclerosis and Steptember for the Cerebral Palsy Alliance. Employees also organised and participated in Clean-Up Days in our local area.

This year we also introduced 'Vote on a Good Cause', a new employee engagement opportunity. Employees were asked to nominate a charity or organisation close to their heart, which aligns with our values and objectives. These nominations were shortlisted to three and all employees were encouraged to vote on a \$30,000 donation pool. Pleasingly, 92% of all employees voted in the event and Camp Quality, Calvary Mater Oncology Unit and Hopestreet Mayfield received a boost to help them continue their great work.

We also expanded our workplace giving programme as part of the CIPP refresh, with feedback from our employees to include the John Hunter Children's Hospital, Lifeline Hunter Central Coast, Salvation Army and Share The Dignity, in addition to the Westpac Rescue Helicopter, which has been a recipient of our programme for many years. All of these organisations receive payroll donations that are matched by our CIPP dollar-for-dollar.



Christmas Donation Drive for Seafarers

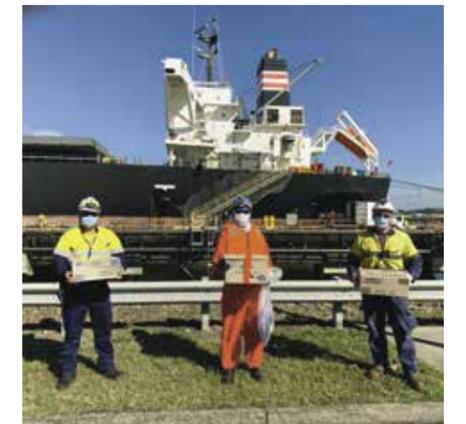
Seafarers are an often-forgotten part of our community and in 2020 many had been at sea for long periods without leaving their vessels at port due to COVID-19 restrictions.

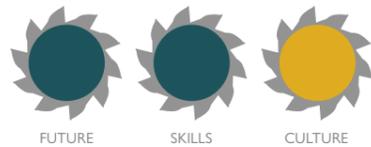
Port Waratah decided that with the support of our employees and the wider school community, we could help to share the joy of Christmas with seafarers.

Our employees partnered with Mission to Seafarers Newcastle to help create more than 1,200 Christmas gift bags. We encouraged all employees to get involved and donate a small amount of goods, which would mean so much to our seafaring community. Our employees provided much sought-after items to make up the gift bags, including personal care items, woollen beanies and socks, DVDs, board games and sweet treats, such as chocolates, Christmas lollies and snack foods.

With so many seafarers far from home throughout the festive season, we also asked our school community to create Christmas cards, messages and decorations to include in the gift bags. The response was overwhelmingly positive with more than 900 handmade crafts created for the seafarers from 20 local and regional schools.

CASE STUDY





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.

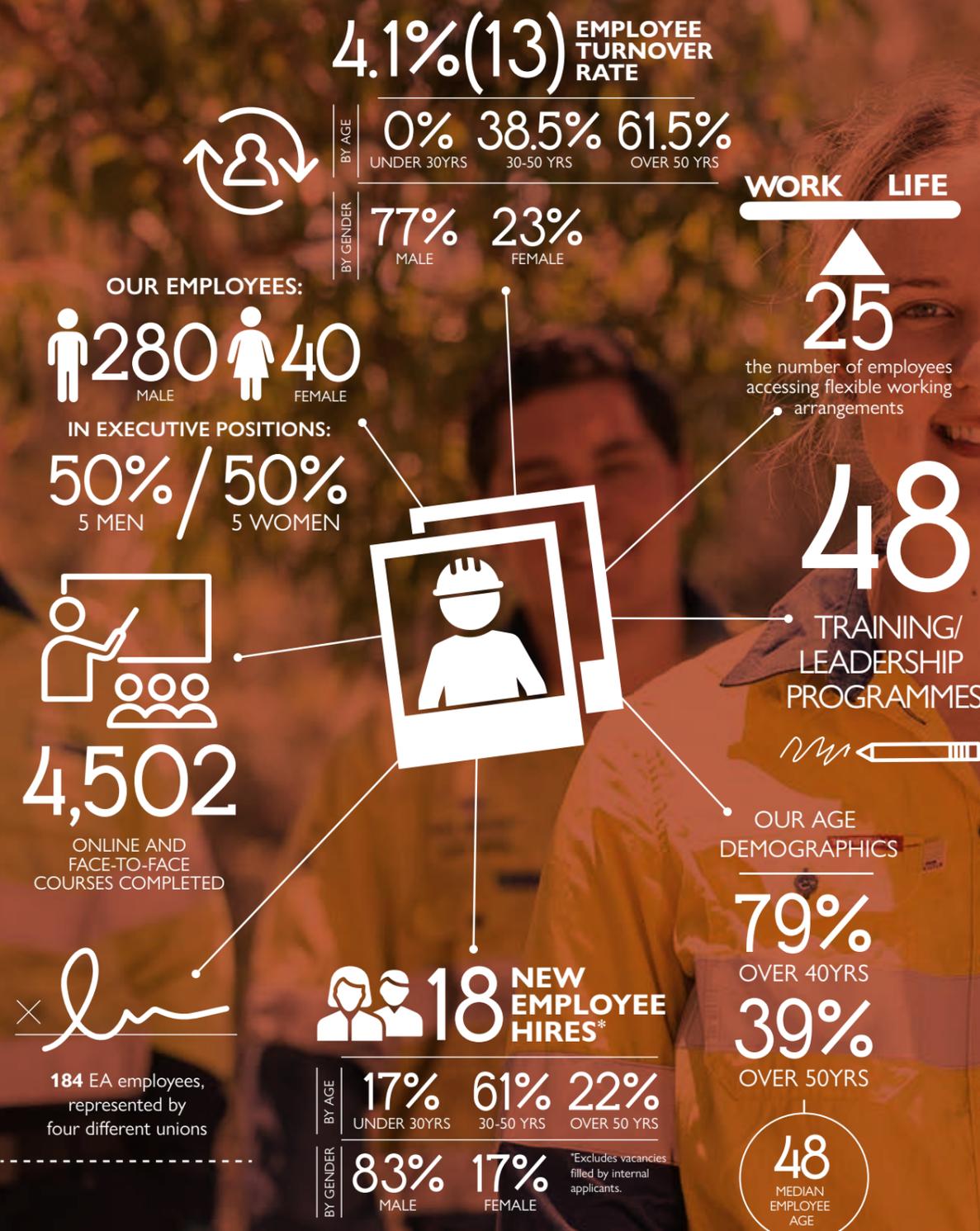
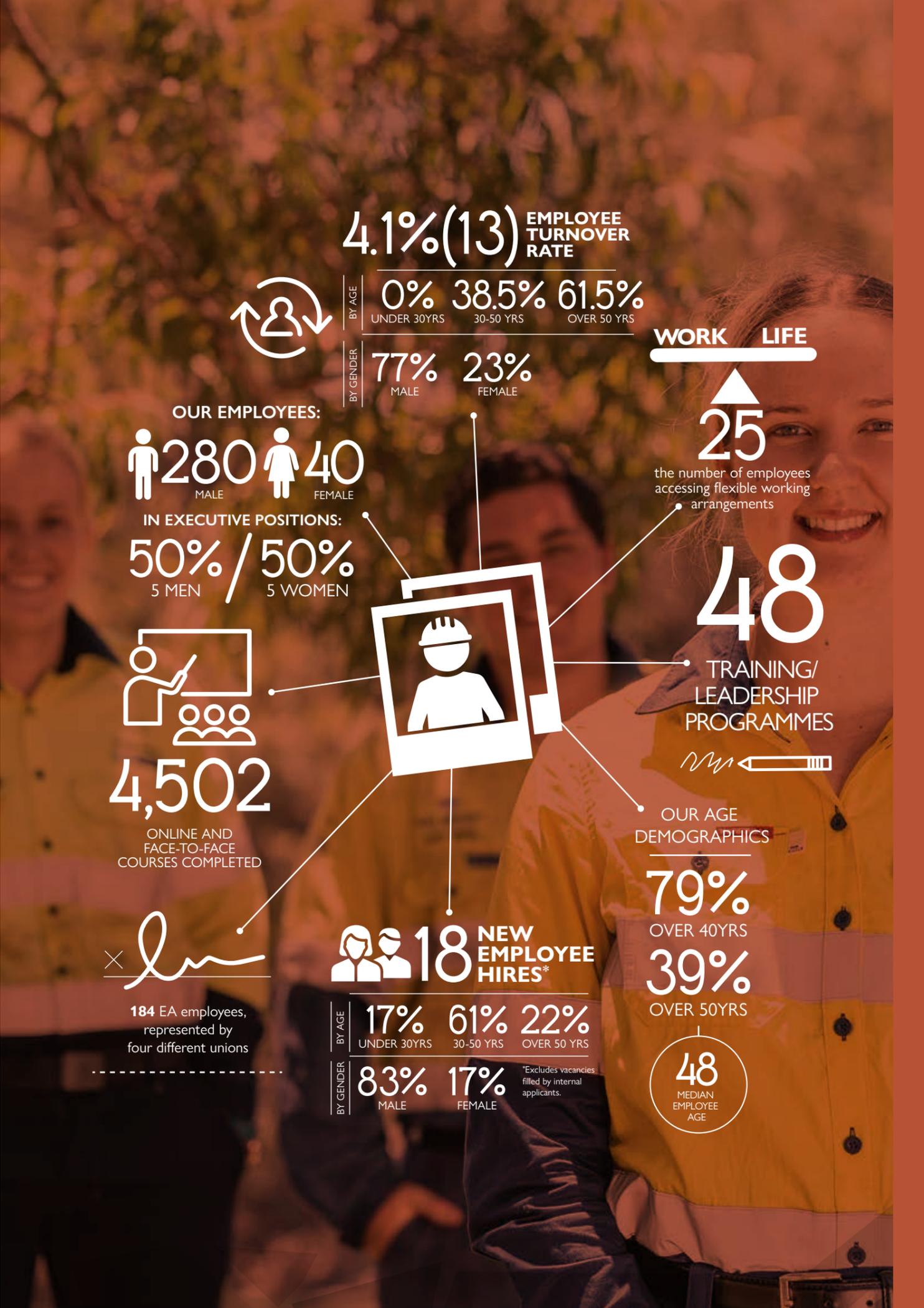
In meeting our obligations under the Workplace Gender Equality Act 2012, we lodged our Workplace Profile with the Workplace Gender Equality Agency (WGEA) in July, a copy of which can be found on our website. We aim to eliminate gender pay gap through the annual remuneration process and a market analysis 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."





OUR CUSTOMERS CAN RELY ON US

We maintain and invest in infrastructure to improve our offer

Port Waratah's core operating strategy focuses on operating and maintaining our assets in a sustainable manner to ensure our export capacity of 145 million tonnes (Mt) per year is made available. Our Carrington and Kooragang Terminals provide reliability and flexibility for the Hunter Valley Coal Chain and we are well-positioned to meet any changes in demand.

Our ability to deliver a high-quality service to our customers while focusing on continuous improvement, demonstrates our experience, reliability and agility, and enabled us to achieve numerous performance highlights in 2020.

Performance

A number of operational records across the business were achieved in 2020. We completed several major maintenance activities and significant projects despite the challenges faced working in an environment impacted by COVID-19. We sustained a high level of operational performance with a comparatively low vessel turnaround time, high loading rates and strong reliability. In total we received, blended and loaded 105.9Mt of coal, with 15.5Mt at our Carrington Terminal and 90.4Mt at our Kooragang Terminal. This is a strong performance marking our ninth year of exporting more than 100Mt per year. It is slightly below our forecast of 112Mt and is a decrease of just 4.7Mt on our 2019 figures. We anticipate that overall demand for our services in 2021 will be high in the first half of the year but remain variable between months.

During the year, we successfully managed to ensure stable overall operating costs and therefore a stable coal handling charge for our customers throughout the year. The coal handling charge is forecast to continue at a medium-term sustainable level throughout 2021. During the year, we refinanced \$140 million of debt and diversified our funding base in a COVID-19 impaired market. We expect to maintain a consistently strong balance sheet, profitability and prudent loan amortisation into the future. Find out more in our Financial Report 2020, available on our website.

Several major projects were implemented during the year to improve integrity, reliability, safety and environmental performance across electrical, structural, belting and mechanical infrastructure. At Kooragang Terminal a trimmer flap and chute were replaced on a shiploader and more than 9.8km of conveyor belt was successfully replaced across both terminals. More than \$3.9 million was invested in major upgrades to electrical assets across the two terminals in 2020, including distribution boards, programmable logic control (PLC), air-conditioning systems, LED lighting and a main power upgrade at Carrington Terminal.

We also introduced an internal Service Delivery metric dashboard, which enables us to monitor performance and identify daily operational improvement opportunities across our two terminals. The dashboard helps to maximise our throughput and closely monitor customer service requirements as one team.

CASE STUDY

New drone technology

Living our value of Progress, the introduction of drone technology has eliminated the need for our Maintenance Service Team to inspect coal-loading chutes, a job that took several hours and team members.

Using drones to complete this maintenance task reduces several risks including working in a confined space, falling from heights, and injury from falling hazards such as tiles or debris. The Maintenance Services Team has three drones that can be used to inspect other equipment and infrastructure where access or heights pose a challenge and risk. In addition to being more efficient, we are able to obtain quality images of any equipment requiring repairs and more effectively manage maintenance planning outcomes, incurring less downtime and achieving improved cost efficiencies.

The new technology has also provided new training and development opportunities for employees, with 19 employees undertaking a six-day accredited training course to gain their drone pilot licence.

IN 2020
PORT WARATAH

LOADED

1,192 VESSELS

105.9

MILLION
TONNES OF COAL

<p>90.4 MILLION TONNES FROM KOORAGANG</p>	<p>15.5 MILLION TONNES FROM CARRINGTON</p>
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NEW MONTHLY
OUTBOUND
SHIPPING RECORD
DECEMBER 2020
10.9MT

TRAIN CANCELLATIONS
0.7%

42



Port Waratah's Kooragang and Carrington Terminals are an integral part of the Hunter Valley Coal Chain, connecting Hunter Valley coal with the world. This coal chain includes over 35 coal mines with the coal being hauled distances of up to 380km to reach the port. We are well positioned to efficiently respond to the changing circumstances of the global demand for Hunter Valley coal and understand that our services remain of critical importance to the local, regional and national economies.

Strength of the Coal Chain

One of the strengths of the Hunter Valley Coal Chain is the flexibility coal providers can utilise to meet demand, when they need it. Capacity disruptions in late 2020 saw customers quickly move to utilise their flexibility to meet market demand.

Our terminal capacity provides a reliable, high-quality, cost-effective service for our customers. It is sufficient to meet their requirements and also provides surge capacity during periods of high demand. This enables us to turnaround vessels as quickly as possible and minimise the number of vessels waiting.

Vessel turnaround times

Vessel turnaround times increased from 2.6 days in 2019 to 3.6 days in 2020 due to a high frequency of port restrictions and the increased demand in November and December. During the year, we considered a number of initiatives to reduce the vessel turnaround time including industry demand forecasting, outbound vessel variation and timing of major shiploader outages. We continue to focus on delivering contracted capacity for our customers.

Customer engagement

Strong working relationships are critical to our success. We are committed to delivering superior services to our customers and to act in their best interests. We live our values by listening to our customer's feedback and creating change where we can.

Following feedback from our Customer Survey, we implemented a number of enhancements to our Services Portal and customer reporting. We collaborate with other coal chain participants to identify opportunities that can improve efficiencies and that can deliver benefits to both our customers and the wider coal chain.

Negotiations to extend the Carrington Terminal lease to secure our tenure have progressed and remain ongoing. We have also been an active participant in the multi-organisation collaborative effort to release additional capacity and efficiency for our customers, as part of ARTC's ANCO Project.

OUR SERVICES MEET OR EXCEED CUSTOMER EXPECTATIONS

We connect Hunter Valley coal to the world

Market conditions

With 47% of terminal throughput, Japan remains our largest export destination in 2020. China has dropped from our second largest destination in 2019 (17.5%) to fourth at 9.2%. Taiwan and South Korea are now our second and third largest destinations respectively, with significant increases in exports to Malaysia, Thailand, India and Chile. We exported to new destinations of Argentina, Myanmar, Oman, and Pakistan.

Our customer needs are at the forefront of our decision making, and we work proactively and collaboratively to build long-term partnerships across the coal chain to ensure our customer needs are met.

CASE STUDY

Service flexibility

Our two terminals function in tandem to maximise efficiency and throughput for our customers. Kooragang Terminal operates at a capacity of 10,500 tonnes per hour and is best suited for larger vessels and trains. Carrington Terminal, on the other hand, operates at 2,500 tonnes per hour and is best suited for smaller vessels and trains. At peak times, both terminals work together near or at capacity to meet demand and, importantly, allow the Hunter Valley Coal Industry to export to unique destinations around the world with a range of variable port capabilities.

We focus on remaining as efficient as possible and provide service flexibility to meet our customers' needs.

VESSEL SIZE COMPARISON

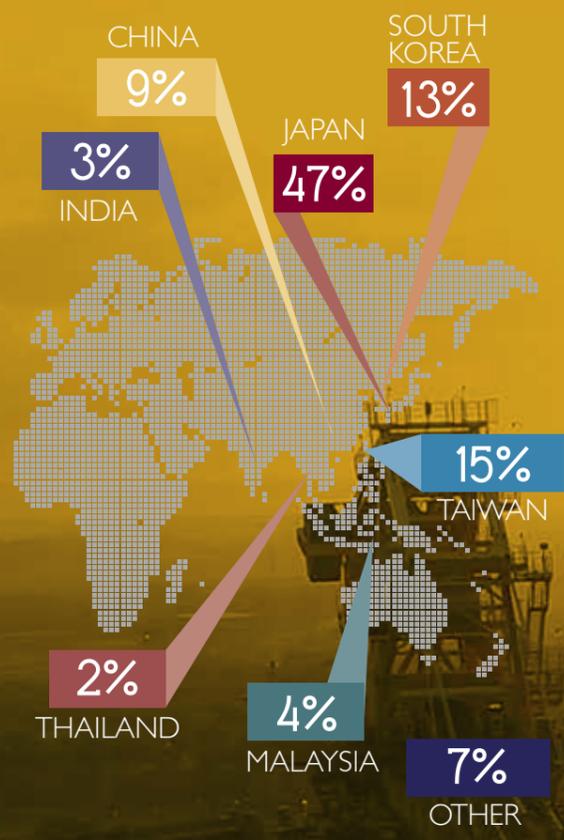
11% **HANDY SIZE VESSEL**
60,000 TONNES

60% **PANAMAX SIZE VESSEL**
60,000-100,000 TONNES

29% **CAPE SIZE VESSEL**
OVER 100,000 TONNES

● VESSELS DEPARTING CARRINGTON TERMINAL
● VESSELS DEPARTING KOORAGANG TERMINAL
● VESSELS DEPARTING BOTH TERMINALS

WHERE THE COAL GOES



Due to rounding, numbers may not add up precisely to the totals and percentages provided.

A DIVERSE CUSTOMER BASE

with shipments being made for **38** different producer or trading companies



Port Waratah has an Environmental Management System (EMS) and Occupational Health and Safety Management System (OHSMS) accredited to internationally recognised best practice standards ISO 14001 and ISO 45001 respectively.

These systems provide our framework for managing environmental and occupational health and safety aspects of the business.

Our management systems are subject to external auditing on an annual basis to ensure they are effective, fully implemented and continually improved in accordance with the ISO standards.

Port Waratah's EMS and OHSMS were both recertified in 2020, which involved a seven-day auditing programme by an external auditor across both terminals and a thorough review of our management systems. Certification for the OHSMS also transitioned from OHSAS 18001 to the more current ISO 45001 standard, 12 months earlier than required. No non-compliances were observed during the certification process.

Due to COVID-19 site visitation restrictions at the time, the audit required the use of digital online engagement platforms, which replaced face-to-face interactions and real-time video in the field in place of site inspections.

Our EMS has maintained ISO 14001 accreditation since 2009, and OHSMS since 2014. Internal audits, reporting of incidents, and training also assess the performance of the management systems. Our management team approves objectives and targets, which are tracked monthly.

All employees at Port Waratah are represented on health, safety and environment matters by an elected representative from each department or work group. The employee representatives, Port Waratah Leaders, and nominated resources form Port Waratah's Health, Safety and Environment (HSE) Committee. The HSE Committee works to continually improve systems and policies, and to promote a healthy, safe and environmentally conscious workplace through open, honest and transparent consultation.

Our Sustainability Report is in accordance with the Global Reporting Initiative core option, but at present is not externally assured.

WE ARE COMMITTED TO BEST PRACTICE

Our data is underpinned by our accredited systems



Diversity

- Arnett's Football Programme
- BaptistCare HopeStreet
- Cooks Hill Surf Lifesaving Club
- Equal Futures Project
- Hunter Homeless Connect
- KS Foundation
- Matthew Talbot Centre
- Mentor Support Network
- Newcastle All Blacks Football Club
- Orange Sky Australia
- Share the Dignity
- Soul Café
- The Mai-Wel Group
- Wariga Ngurra Women and Children's Refuge Inc
- Worimi Traditional Owners Indigenous Corporation
- Zara's House

Education

- Callaghan College Waratah Campus
- Carrington Public School
- Child Abuse Prevention Service
- Clontarf Foundation
- Fern Bay Public School
- Islington Public School
- Mayfield East Public School
- Mayfield West Public School
- Merewether High School
- Newcastle Basketball
- Newcastle East Public School
- San Clemente High School
- Shortland Public School
- St Columban's Primary School
- St Dominic's Centre Mayfield
- St Peter's Primary School
- Stockton Public School
- Tighes Hill Public School
- University of Newcastle, Science and Engineering Challenge

Environment

- Australia's Wildlife Ark
- Hunter Wetlands Centre
- Oz Harvest

General Community

- Marine Rescue Newcastle
- Meals On Wheels Hamilton Branch
- Meals on Wheels Mayfield Branch
- Meals On Wheels Merewether Branch
- Meals On Wheels Stockton Branch
- Newcastle Fringe Festival
- Newcastle Rowing Club
- Ronald McDonald House
- Salvation Army
- Samaritans
- Society of Artists
- Westpac Rescue Helicopter Services

Health

- Calvary Mater Newcastle Oncology Unit
- Camp Quality Newcastle
- Cancer Council
- Cerebral Palsy Alliance
- Charlie's Run 4 Kids
- Harry Meyn Foundation
- HMRI – Clinical Informatician
- Hunter Prostate Cancer Alliance
- John Hunter Children's Hospital
- KO Classic Surf Event

- Lifeline Newcastle
- Mark Hughes Foundation
- Mission To Seafarers
- MS Research Australia
- ProCare Mental Health Services
- Variety, the Children's Charity (NSW Resurrection Bash)
- Youth Sports in Portside Suburbs**
- Easts Rugby Club Mayfield
- Hunter Simba Football Club
- Mayfield Junior Soccer Club
- Newcastle Bodyboard Club
- Newcastle City & Eastern Districts Cricket Club Inc
- Norths Netball Club
- Souths Newcastle Leagues Netball Club Inc
- Stockton Junior Rugby League Football Club
- Stockton Junior Soccer Club
- Stockton Surf Life Saving Club
- Waratah Netball Club



PORT WARATAH

COAL SERVICES

24-hr Community Enquiries Line (02) 4907 2280
contact_us@pwcs.com.au
PO BOX 57 Carrington NSW 2294
pwcs.com.au

