

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

