



# OUR CULTURE IS COLLABORATIVE AND CARING

*We actively collaborate to share strengths and achieve our strategic goals*

Port Waratah aims to grow a caring and collaborative culture and is focused on building workforce capability, continuously improving, and ensuring that our governance processes enable us to deliver our purpose and meet our customer and community expectations. Growing an engaged, diverse, and inclusive workforce plays a key role in our successes. By employing people from our local community with diverse backgrounds, perspectives, and experiences we ensure we have the right people to progress our business forward and contribute to the prosperity of our region.

Our core values of caring, progress, integrity and excellence underpin our business drivers and decision making, and our desire to be a service that can be relied upon and trusted. These values also reinforce how we want to relate to our workforce and stakeholders; being supportive, valuing safety and excellence, working efficiently, and acting in a balanced, committed, and responsible way.

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, along with a selection of leaders, form Port Waratah's Health, Safety and Environment (HSE) Committee. In addition to managing our operational HSE risks and challenges, 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.

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## HSE COMMITTEE MEETINGS – 8 HSE CONSULTATION SESSIONS – 20

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- FATAL HAZARDS & CONTROLS
  - ENVIRONMENTAL HAZARDS & CONTROLS
  - INCIDENT LEARNINGS
  - CONTINUOUS IMPROVEMENT
- 

### Enterprise Agreement

Port Waratah welcomes Freedom of Association for employees should they choose to be a member of a trade union. We have 189 Enterprise Agreement (EA) employees, making up 57 per cent of our workforce, represented by four different unions. The current Port Waratah Coal Services 2022 Enterprise Agreement will nominally expire on 26 October 2026. There was one dispute lodged in 2023 which was resolved. There were no instances of industrial action.

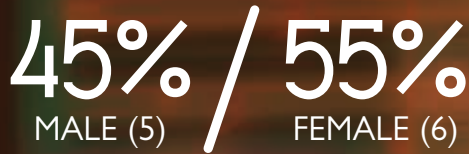
# 332 EMPLOYEES



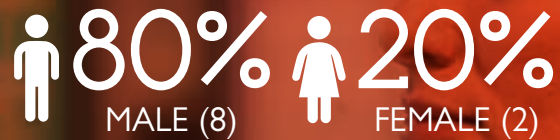
## OUR EMPLOYEES:



## IN EXECUTIVE POSITIONS:



## BOARD MEMBERS:



+7 CASUAL STAFF 4 MALE 3 FEMALE




\*1 hosted trainee

## LIVING & WORKING LOCALLY

# 91%

OF THE SENIOR LEADERSHIP TEAM hired from the Newcastle and Hunter Region





### Employee engagement

As part of our employee engagement programme, 'The Vibe', two employee surveys were facilitated this year. 'The Vibe' involves pulse-style surveys to understand and respond to employee feedback with online leader dashboards to support leaders with team conversations and action. The surveys focused on employee engagement in addition to strategy; values, rewards and recognition; collaboration; inclusion; and improvement and change management aspects at work. Feedback from the two Vibe surveys demonstrated that during 2023 an average of 87 per cent of respondents were 'engaged' or 'neutral', with 13 per cent 'not engaged'. The survey also highlighted improvement opportunities and number of actions including the introduction of a new online Human Resources Information System (HRIS), improved learning and development programmes and formats, and internal communication improvements such as CEO and Senior Leadership Team updates, monthly event promotions and more use of video as a communication medium.

Our recognition programme, 'Celebrate Success' resulted in more than 351 recognitions in 2023. Of these, 55 people were recognised as 'Top Achievers' for living our core values through their contributions to safety, environment and customer-related improvements.

### Developing our people

Throughout the year all employees take part in employee performance and career development discussions including opportunities for formal training and development programmes. In 2023, employees attended 5,221 online and face-to-face courses and 19 leadership training programmes and events.

Port Waratah's Leadership Conference, held in September, focused on values-driven leadership and Business Planning. The conference was designed to create alignment on business priorities and build on the leadership skills to support engagement in business objectives and living our core values. It also featured keynote speaker Brad Twynham sharing the key skills and capabilities required for leading in a VUCA (volatile, uncertainty, complexity, ambiguity) environment.

The majority of employees (270, including apprentices) attended the Employee Development Days held in November and December. We introduced a refreshed format this year following employee feedback. See case study on page 39.

We have an ongoing commitment to supporting early careers and skill development within our community. This year we supported five scholarship students, five graduates, three trainees (one hosted), and 16 hosted apprentices as part of our early career programmes.



## CASE STUDY

### Celebrate Success Event

As part of our Celebrate Success Programme, our inaugural annual Celebrate Success Event was held in February. The event was open to all employees to attend and celebrate success through service and outstanding contributions made by employees in 2022. During the night, eight Outstanding Contributors were recognised for their significant contributions in 2022 and 15 team members were recipients of significant service milestone awards.

During the event, all attendees voted on an overall Values Champion for the year with Darrell Kelly, Advanced Operator - Operations Delivery Carrington, and Michelle Winney, Customer Coordinator - Service Assurance, announced as the winners on the night.

Teammate Freya Franklin, Senior Process Improvement Business Partner - Service Assurance recognised Darrell and Michelle for their work with Mission to Seafarers to arrange special care packs for a vessel crew from Ukraine.



Freya said, "It was a great demonstration of our caring value for everyone onboard."





## CASE STUDY

### The Graduate Network

Our graduate employees join Port Waratah as their first employment role following their university graduation. To increase support for graduates working in the Kooragang Island industrial precinct, Port Waratah, together with NCIG, Orica and Port of Newcastle established a Newcastle-based Graduate Network this year. It provides opportunities for graduates to build relationships, experience different work environments and roles, and increase their understanding of local industry and port partners.

Port Waratah hosted the participating graduates for a site tour, lunch and networking event in December. The graduate network will continue with visits to Orica and NCIG in 2024, offering insights into their operations, roles, and enhancing our graduate network relations.



Tayla Cummings, a Graduate Mechanical Engineer at Orica said about the first event, *"It was great to see how Port Waratah operates and the chance to connect with other graduates. The experience also showed me the different paths you can take with the same qualifications."*



## CASE STUDY

### Employee Development Days: Progress Pursuit

Port Waratah's annual Employee Development Days incorporated a new format this year, a team-based 'Progress Pursuit'. On each of the four development days, eight teams (32 teams total) competed in Port Waratah values-themed activities designed to strengthen connections to our customers, community, and teammates. The winning team of each day was awarded a \$1,000 donation to their chosen charity.

Highlights from teams included "learning more about the challenges of seafarers and the great work we support through Mission to Seafarers", "getting to know other team members from across the business" and "hearing and watching values stories come to life through live illustrations with a graphical recorder".

## Embracing diversity

Port Waratah's Diversity and Inclusion Strategy and Action Plan 2022-2024 defines our commitment to a diverse workforce that is reflective of the communities in which we operate and is sustained by supporting an inclusive culture. Actions in 2023 focused on embedding inclusive culture and careers through learning and communication projects, and initiatives like International Women's Day, International Men's Day, Inclusion at Work Week, and R U OK? Day.

We continue to support diversity in learning and development through the Women in Mining Mentoring Programme. This year two employees participated as mentees and five as mentors. This brings Port Waratah's total mentee participation to 32 women and many have since moved into more senior roles, including senior leadership.

Our turnover rate decreased to 6.63 per cent in 2023 following higher-than-average turnover in 2022. Of the 22 employees that left the business 41 per cent were retirements and 41 per cent resignations to take up other opportunities. Recruitment processes continue to evolve to continually work on mitigating unconscious bias to improve diversity of candidates attracted amid a tightening candidate market. In 2023, we welcomed 35 new employees to the business adding a breadth of experience and background, with 34 per cent of new hires identifying as women. Women account for 55 per cent of executive positions at Port Waratah. To further support and attract diversity in 2023, Port Waratah updated its leave policy providing 12 weeks of paid parental leave for primary caregivers (regardless of gender) with no minimum tenure eligibility requirement.

An increase in the number of employees transitioning to retirement continued to result in new job-sharing opportunities, with 16 employees job sharing in 2023 including 10 operator employees. The number of employees accessing flexible working arrangements also increased to 27 in 2023.

In meeting our obligations under the Workplace Gender Equality Act 2012, Port Waratah lodged its Workplace Profile with the Workplace Gender Equality Agency (WGEA) on 23 May 2023, available on our website. We aim to eliminate the gender pay gap (GPG) through improvement in our hiring processes to attract and place more female candidates in our vacancies, annual remuneration processes and supporting career development. The analysis showed Port Waratah's Median GPG was 21.8 per cent in 2023 below the Median GPG of 27.3 per cent in the Transport Support Services Industry reported by the Workplace Gender Equality Agency.



### Our vision for reconciliation

Our vision for reconciliation is an inclusive and equitable future for all First Peoples in the communities of the Hunter Region in which we operate.

To achieve this within Port Waratah, we commit to building and promoting an inclusive culture where First Peoples' culture, perspectives and lived experiences are recognised, respected and valued.

We seek to make a local contribution to societal change by being an active member of Newcastle and the Hunter Region. Through building genuine, reliable and stronger relationships with local First Peoples, together we can create shared positive outcomes.

### Effective Systems

Aligned to the value of Progress, we continued to upgrade our systems and processes to ensure we can continue to operate efficiently and effectively. A new Human Resources interface system, MyPort, was launched in January to better support key employment processes and access to learning and development. New staff performance management and learning and development modules launched in quarter one. These enabled new on-demand learning modules, mobile verification of competencies, streamlined performance and development planning, and improved reporting for leaders. Onboarding and talent and succession modules are planned for implementation in 2024.

Port Waratah's obligations under the refreshed 'Critical Infrastructure' legislation include enhanced cyber security mechanisms to protect our corporate IT systems from the risk of cyberattack. In 2023, significant resources were devoted to implementing the Australian Cyber Security Centre (ACSC) Essential 8 security model to secure our data and systems. Port Waratah will continue to pro-actively maintain our Essential 8 compliance requirements as the ACSC security standards tighten and evolve.



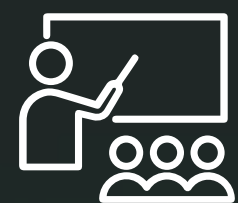
## CASE STUDY

### Strengthening relationships with First Nations communities and employees

For the first time, smoking ceremonies were held onsite at Port Waratah. A Smoking Ceremony is an ancient Aboriginal custom which has cleansing properties and the ability to ward off bad spirits. It is a tradition that has been performed by Aboriginal people for centuries and is one of the oldest ceremonies practiced in the world today.

Smoking ceremonies took place at both the mid-year CEO briefing at the Kooragang Terminal and the year-end CEO briefing the Carrington Terminal. At the mid-year briefing close to 100 employees attended the significant event with all employees invited to be cleansed by the smoke following a business update. Worimi man and artist Gavin Kelly from the Maiangal clan held the Welcome to Country in the Gathang language before conducting the ceremony. At the year-end briefing in December, David Newham, Indymarra Cultural Education's Lead Aboriginal Cultural Educator, conducted the ceremony. David is a member of Port Waratah's Reconciliation Action Plan (RAP) Working Group and has provided significant value to Port Waratah in the development of the RAP.





5,221

ONLINE AND FACE-TO-FACE COURSES COMPLETED

6.6%(22) EMPLOYEE TURNOVER RATE



BY AGE	0%	55%	45%
	UNDER 30YRS	30-50YRS	OVER 50YRS
BY GENDER	77%	23%	
	MALE	FEMALE	

♀ 33% OF VACANT ROLES FILLED BY WOMEN IN 2023

19

TRAINING/ LEADERSHIP PROGRAMMES



189 EA employees, represented by four different unions



13 FIXED TERM EMPLOYEES  
10 MALE | 3 FEMALE

WORK LIFE

27

employees accessing flexible working arrangements  
23 MALE | 4 FEMALE



35 NEW EMPLOYEE HIRES\*

OUR AGE DEMOGRAPHICS

BY AGE	20%	74%	6%
	UNDER 30YRS	30-50YRS	OVER 50YRS
BY GENDER	66%	34%	
	MALE	FEMALE	

\*Excludes vacancies filled by internal applicants.

72% OVER 40YRS

43% OVER 50YRS

EMPLOYEES ACCESSING PARENTAL LEAVE

11 MALE | 4 FEMALE

EMPLOYEES RETURNING FROM PARENTAL LEAVE

11 MALE | 0 FEMALE

48  
MEDIAN EMPLOYEE AGE

\*This includes parental leave as primary and secondary carer's leave.