



**PORT of
NEWCASTLE**

A horizontal bar composed of several small, colored rectangular segments in shades of purple, pink, red, orange, yellow, and green.

PRESENTATION

**OCTOBER
2021**

DIVERSITY & INCLUSION STRATEGY

PON

The logo for the Port of Newcastle (PON). The letter 'O' is replaced by a stylized globe or atom symbol, composed of concentric circles with small colored dots on the perimeter.

OUR DIVERSITY & INCLUSION ASPIRATION

WE ASPIRE TO BE DIVERSE

A diverse PON is one where we recognise, respect and value differences based on ethnicity, gender, age, race, religion, disability and sexual orientation and each other's unique characteristics and experiences.

WE ASPIRE TO BE INCLUSIVE

An inclusive PON is one where our people have access to opportunities, are supported to contribute their very best, empowered to contribute and fulfil their potential, inspired to collaborate and connect, feel valued and confident to partake and grow and have a sense of belonging.



“A diverse and inclusive culture at PON will be built on solid foundations we form from the genuine involvement of our staff and our community.”

– **Craig Carmody, CEO**



WHAT DIVERSITY & INCLUSION MEANS TO US

Port of Newcastle is committed to fostering an inclusive workplace that values diversity.

INCLUSION

def. the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalised

- I NCLUSION IS FOR ALL
- N EVER LEAVING PEOPLE OUT
- C ELEBRATING EACH OTHER'S STRENGTHS
- L EARNING TO ACCEPT OTHERS
- U NDERSTANDING DIFFERENCES
- S HOWING OTHERS THAT WE CARE
- I NCORPORATING THOSE AROUND US
- O PENING OUR MINDS
- N OTICING OTHERS

DIVERSITY

def. the practice or quality of including or involving people from a range of different backgrounds, such as social, ethnic, gender, age or sexual orientation

- D IFFERENT
- I NDIVIDUALS
- V ALUING
- E ACH OTHER
- R EGARDLESS OF
- S KIN COLOUR, GENDER
- I NTELLECT, EXPERIENCE
- T ALENTS OR
- Y EARS

WHY DIVERSITY & INCLUSION IS SO IMPORTANT TO US AT PON



OUR PON VALUES



COMMUNITY

We are engaged with our communities and proud of the Port's role in the region.



WELLBEING

We support and invest in our people and their wellbeing.



INTEGRITY

We are genuine, open and respectful in everything we do.



CURIOSITY

We challenge the status quo by questioning if there is a better or safer way.

RESPONDING TO CHANGES IN OUR ENVIRONMENT

1. Future World of Work

D&I is a business-critical issue

PON needs to adapt to external changes using best practice

2. ESG/SDG Requirements

D&I is becoming an increasingly important requirement



RESPONDING TO INTERNAL OPPORTUNITIES AND WEAKNESSES

3. PON Workforce Engagement Strategy

Identifies D&I as important for delivering

"A more inclusive, productive and effective workplace and business"

4. PON D&I Insights

PON D&I survey and focus groups tell us what we need to focus on (building blocks)

Best practice tells us how to implement (principles),

5. PON Strategic Plan

D&I is a part of the Enable Strategic Pillar and builds on recent People & Culture initiatives

OUR DIVERSITY & INCLUSION BASELINE

Our baseline has been guided by our people's insights. They recognise that we have a sense of community, openness and trust and are implementing a lot of good initiatives. We just need a more structured and systematic approach to establishing **Diversity & Inclusion at PON.**

61%

...of our people agree that we have diverse and inclusive **recruitment processes.**

STAFF INSIGHT

"Managers do discuss expected behaviours but (as a long serving employee) have never discussed what it means to be inclusive and exclusive."

59%

...of our people agree that we demonstrate principles of diversity and inclusion in our **learning and development processes.**

STAFF INSIGHT

"Development opportunities are not clear for all employees and can be dependent on manager opinion, budgetary constraints etc."

35%

...of our people agree that diversity and inclusion factors into **career opportunities and transitions.**

STAFF INSIGHT

"Succession planning isn't a visible area of the business. There's an inconsistent approach to training and advancement."

46%

...of our people agree that we reflect the principles of diversity and inclusion in our **communication and governance frameworks.**

STAFF INSIGHT

"Embrace all forms of diversity, not just some. Do more training for staff on this subject. Ensure all staff at all levels have a voice."

4%

...of our people identified as having Aboriginal heritage

13%

...of our people were fluent in a language other than English, with 11 languages spoken other than English amongst PON respondents

7%

...of our people identified as being LGBTQI or preferred not to identify their sexual orientation

32%

...of our workforce is aged between 30-39 years representing the highest age group proportion amongst our people

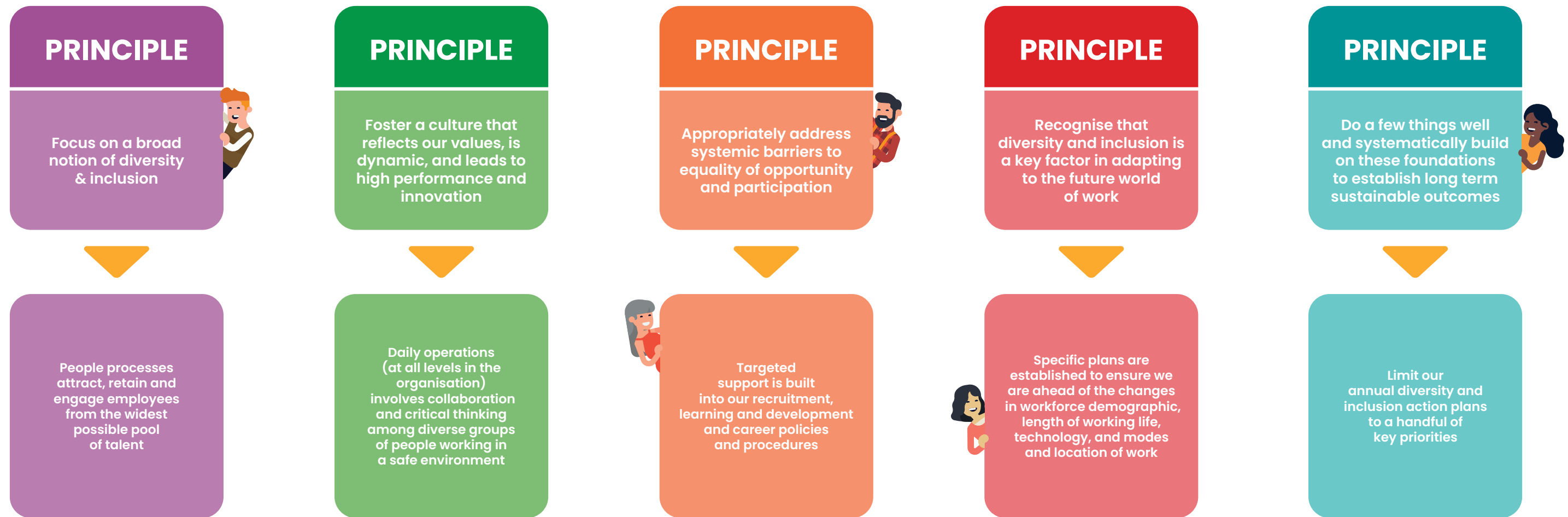
40%

...of people named their religion as Christianity, half the workforce responded with no religion. Buddhism and Hinduism were also identified.

OUR P N D&I PRINCIPLES



Best practice tells us to follow some principles to get from where we are now to where we aspire to be.



“To make equality a reality, it has to be a priority.”



OUR **POND&I** INSIGHTS HAVE IDENTIFIED **SIX BUILDING BLOCKS**



CLEAR BOARD LEADERSHIP



DIVERSE CAREER PATHS



INCLUSIVE RECRUITMENT



EFFECTIVE GOVERNANCE



**ACCESSIBLE LEARNING
& DEVELOPMENT**



**STRONG COMMUNICATION &
STAKEHOLDER ENGAGEMENT**



PON DIVERSITY & INCLUSION STRATEGY ON A PAGE



Purpose of our D&I Strategy: To Systematically build D&I into the fabric of PON Operations
ACHIEVED THROUGH OUR SIX BUILDING BLOCKS WITH PRIORITY ACTIONS

CLEAR BOARD LEADERSHIP

- Define Board level aspiration
- Embed D&I into Board processes

INCLUSIVE RECRUITMENT

- Independent review of recruitment & onboarding and implement recommendations to ensure it is an inclusive process
- Implement blind recruitment processes for the majority of PON roles

ACCESSIBLE LEARNING & DEVELOPMENT

- Deliver D&I Awareness sessions for all PON employees
- Establish a process which ensures training is accessible to all staff

DIVERSE CAREER PATHS

- Independent review of talent process and implement recommendations to ensure it is an inclusive process
- Implement a transition to retirement/ flexible retirement policy

EFFECTIVE GOVERNANCE

- Establish a PON D&I Steering Group
- Establish D&I scorecard
- Establish and monitor reflect RAP implementation

STRONG COMMUNICATION & STAKEHOLDER ENGAGEMENT

- Establish a process to report to staff on the progress against D&I Strategy
- Establish external stakeholder D&I communication/ engagement process including Port User Group

PON WILL IMPLEMENT THE 6 BUILDING BLOCKS OF THE D&I STRATEGY ON THE FOLLOWING TIMELINE



BUILDING BLOCK	ACTION	TIMING
CLEAR BOARD LEADERSHIP	Define Board level aspiration	Q4 2021
	Embed D&I into Board processes	Q4 2021
INCLUSIVE RECRUITMENT	Review of recruitment and onboarding	Q1 2022
	Blind recruitment processes	Q3 2022
ACCESSIBLE LEARNING & DEVELOPMENT	D&I awareness sessions	Q1 2022
	Process to make training accessible	Q4 2022
DIVERSE CAREER PATHS	Review of talent process	Q3 2022
	Transition-to-retirement process and policy	Q3 2022
EFFECTIVE GOVERNANCE	D&I steering group	Q4 2021
	Establish D&I scorecard	Q4 2022
	Reflect RAP	Q4 2021
STRONG COMMUNICATION & STAKEHOLDER ENGAGEMENT	Process to report D&I progress	Q1 2022
	D&I Port User Group	Q2 2022

Next list of priority actions to be identified in 2022 for future implementation



NEXT STEPS



COMMUNICATE STRATEGY



CONTINUE IMPLEMENTATION



MONITOR STATUS



PORT of NEWCASTLE



DIVERSITY & INCLUSION