

PORT OF BRISBANE

Sustainability Report

2020/21

Table of contents

Chairman and CEO messages	2
About the Port of Brisbane	4
Our services and operations	5
Business and sustainability highlights	9
About this report	10
Engaging with our stakeholders	11
Our sustainability commitment	12
Our program	14
People	16
Prosperity	26
Planet	40
Partnerships	54
Glossary of terms	66
GRI content index	68
Independent assurance report	70
Property tenant map	72



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Acknowledgement of Country

Port of Brisbane Pty Ltd acknowledges the Traditional Custodians of the land and waters on which we, and our many customers and stakeholders, operate — the Quandamooka, Turrbul and Jagera Peoples — and pay our respects to their Elders past, present and emerging.

The artwork was created for PBPL for our Reconciliation Action Plan.



Chairman and CEO messages

It has been an exciting time to join Port of Brisbane Pty Ltd (PBPL). Over this time, I have worked closely with the PBPL Board and Executive Team to develop a new business strategy that will set the direction of our business and deliver a program of initiatives that will create value and benefits for PBPL, our customers and the broader port community.

However, the impacts of the COVID-19 pandemic continue to cast a shadow over industries and communities worldwide, including here in Brisbane. It has presented unique and ongoing challenges to PBPL, particularly in relation to supply chain logistics and worker health and safety.

As Chairman of Queensland's premier port, I take very seriously the responsibility of working closely with the Board, Executive Leadership team and our stakeholders to ensure the Port of Brisbane meets future challenges and remains strongly positioned for a sustainable future.

I am proud to have joined an organisation that has put sustainability at the heart of its business. This commitment to sustainability underpins our long-term vision — *To be Australia's premier port and logistics hub; Here for the future* — and will give us the platform to respond to new opportunities and challenges.

Embedding sustainability into our strategy informs our decision making and responses to macro-economic and environmental issues relevant to our business. We have undertaken detailed climate change risk assessments, aligned our reporting to globally-recognised standards, and are committed to seeking opportunities to work in partnership with our customers as the industry continues to explore ways to operate more sustainably.

Safety remains our highest priority and we will continue to work with stakeholders and government towards our goal of making Brisbane Australia's safest port. And, we are working harder than ever to support our community partners, who do such vital work in the community.



We remain committed to prioritising workforce equality, making our workplace more diverse and inclusive, reducing our environmental footprint, and creating stronger and mutually beneficial relationships with our local community.

We also seek to add value not just to our business, but to our customers and the community. We've forecast approximately \$466 million in port infrastructure works over the next five years to ensure we meet the needs of our customers and support our growing port community now, and into the future. We are absolutely determined that Port of Brisbane will be there to support trade growth in our region.

On behalf of the Board of Directors, I would like to thank former CEO Roy Cummins for his leadership of the Port, and wish him well in the future. I would also like to pay tribute to all our employees, including the Executive Leadership Team, for their commitment and our shared successes during the year.

Lastly, my thanks to our customers and stakeholders for their ongoing support and partnership. Strong partnerships are key to the Port of Brisbane's long-term success and growth for the Queensland community and together, we will continue to lead the way.

Guy Cowan
Chairman

It has been a unique year for the Port of Brisbane, as we continued to navigate the challenges posed by COVID-19 to our business, our industry, and the broader community.

As Queensland's largest multi-cargo port, the wider Port of Brisbane community has played a pivotal role in driving the state's economic recovery over the last 12 months, and I want to thank all of our customers, stakeholders and the community for their ongoing support and partnership throughout the year.

From July 2021, our sustainability strategy became the core of our business strategy, putting sustainability at the centre of everything we do. We took this step because we believe it is the right strategy to support our Company's sustainable growth, as well as deliver long-term benefits for our customers and the broader Port of Brisbane community.

As our community and economy continue to recover from the COVID-19-induced shocks of the last 12 months, the Port's diverse cargo base has again been key to its resilience. This year, the Port of Brisbane achieved a record 1.49 million TEUs. While a clear sign of Queensland's broader economic recovery post-COVID, it is also another demonstration of the critical role the Port plays in supporting our region's growing population.

We also welcomed the return of agricultural export volumes following improved growing conditions, particularly cereal and grain exports which reached over one million tonnes – volumes not seen for almost a decade. While it was pleasing to see most of this arrive on rail, overall, the amount of trade moved through the port on rail continues to decline.

We continue to advocate at all levels of government for Port of Brisbane to be directly connected to the Inland Rail project, and to progress the Port of Brisbane Rail Access Business Case, which has unfortunately seen little progress since funding was allocated almost two years ago. We believe action in this area is critical to keeping the Queensland economy competitive for the future as well as potentially reducing overall supply chain impacts.

Our focus on port access and supply chain efficiency remains critical as the Port of Brisbane community continues to grow. Over the last 12 months we have welcomed six new businesses to the port and helped eight customers expand their operations. All new port development is guided by sustainable design principles because we appreciate that this adds value not just to our operations, but also to our customers by increasing efficiencies, reducing costs and helping them reduce their overall impact footprint.



Our Energy Transition Plan charts a pathway towards our long-term goal of achieving net environmental benefit. We are progressing several exciting initiatives with our customers and partners, particularly related to energy efficiency and emissions reductions – areas that present both opportunities and challenges to our industry. Whilst in the early stages, these are projects that will assist in the decarbonisation transition and also have the potential to open-up new trade opportunities here at the Port.

This year, of great importance to PBPL, was the launch of our first Reconciliation Action Plan in May. We look forward to challenging ourselves across every facet of our business to identify areas of potential partnership with Aboriginal and Torres Strait Islander organisations and the communities they represent.

In recent months, we have also farewelled former CEO, Roy Cummins. Roy's legacy as CEO is incredibly strong, including large scale projects such as the Port Drive Upgrade and the Brisbane International Cruise Terminal, as well as critical initiatives such as our sustainability initiatives and our Reconciliation Action Plan. We thank Roy and wish him well in the future.

Lastly, on behalf of the Executive Leadership Team, I am particularly appreciative of the broader PBPL team who, despite another challenging 12 months, remain focused on growing our business, collaborating with our customers, and looking for ways to innovate and improve yet all within the requirement of maintaining a safe operating environment. Our success is due to your commitment, energy and hard work, and I look forward to what we will continue to achieve together.

Neil Stephens
Interim Chief Executive Officer
and Chief Financial Officer

About the Port of Brisbane

Port of Brisbane is Queensland's premier port and logistics hub. As the third largest and one of the most diverse multi-cargo ports in the country, Port of Brisbane is an economic engine driving Queensland and Australia's trade growth.

Port of Brisbane provides critical export and import links to world markets. On average, approximately \$50 billion in international trade is handled annually through the Port, which includes around 50% of Queensland's agricultural exports and 95% of its motor vehicles and containers. It is also home to the new Brisbane International Cruise Terminal – a world-class cruise facility that will support the long-term growth of Brisbane and Queensland's cruise tourism industry once cruising can safely resume in Queensland.

Geographically, Brisbane is Australia's largest capital city port. The Port's approximate 1870-hectare (ha) footprint comprises 'wet and dry land' designated for industrial and commercial uses, approximately 693 ha of environmental areas, 8,200 metres of quayline, 30 operating berths and a 224 ha Future Port Expansion area which is being progressively developed to support future growth.

Port of Brisbane Pty Ltd has property and facilities located in the Port of Brisbane suburb as well as Lytton, Bulwer Island and Pinkenba. Our employees are based at the Port Office, Operations Base, Brisbane Multimodal Terminal, the Brisbane International Cruise Terminal, and onboard the Trailing Suction Hopper Dredge (TSHD) Brisbane.

Operational 'Port Limits', which include shipping channels, berth pockets and swing basins, extend north of Caloundra, south to the southern tip of Moreton Island and 16 km up the Brisbane River to Breakfast Creek.

The Port of Brisbane operates in an area of high environmental significance at the mouth of the Brisbane River and on the edge of Moreton Bay. It also borders Ramsar wetlands in the Moreton Bay Marine Park (a wetland site designated to be of international importance under the Ramsar Convention). It is separated from residential areas by buffer zones, mitigating potential impacts from the Port's 24/7 operations.

Port of Brisbane Pty Ltd

The Port is managed by Port of Brisbane Pty Ltd (PBPL) under 99-year leases from the Queensland Government.

PBPL is owned by the APH consortium (formerly known as Q Port Holdings consortium), comprising four of the world's largest and most experienced infrastructure investors:

- QIC Private Capital Pty Ltd on behalf of its managed funds and clients
- IFM Investors
- Caisse de dépôt et placement du Québec
- Tawreed Investments Ltd, a wholly-owned subsidiary of the Abu Dhabi Investment Authority.

In FY21 and through consultation with our employees, management and Board, we undertook a review of our long-standing 'Vision, Goals and Values'. The refreshed Vision and newly-defined Purpose will be effective from FY22 and underpin all that we do.

OUR VISION

To be Australia's premier port and logistics hub. Here for the future.

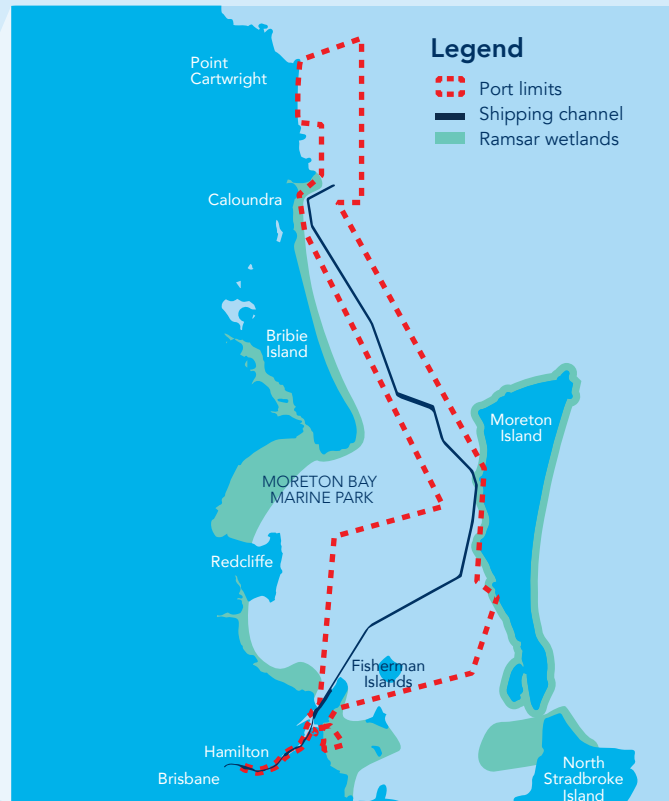
OUR GOAL

To deliver the infrastructure to grow trade sustainably, driving prosperity for all.

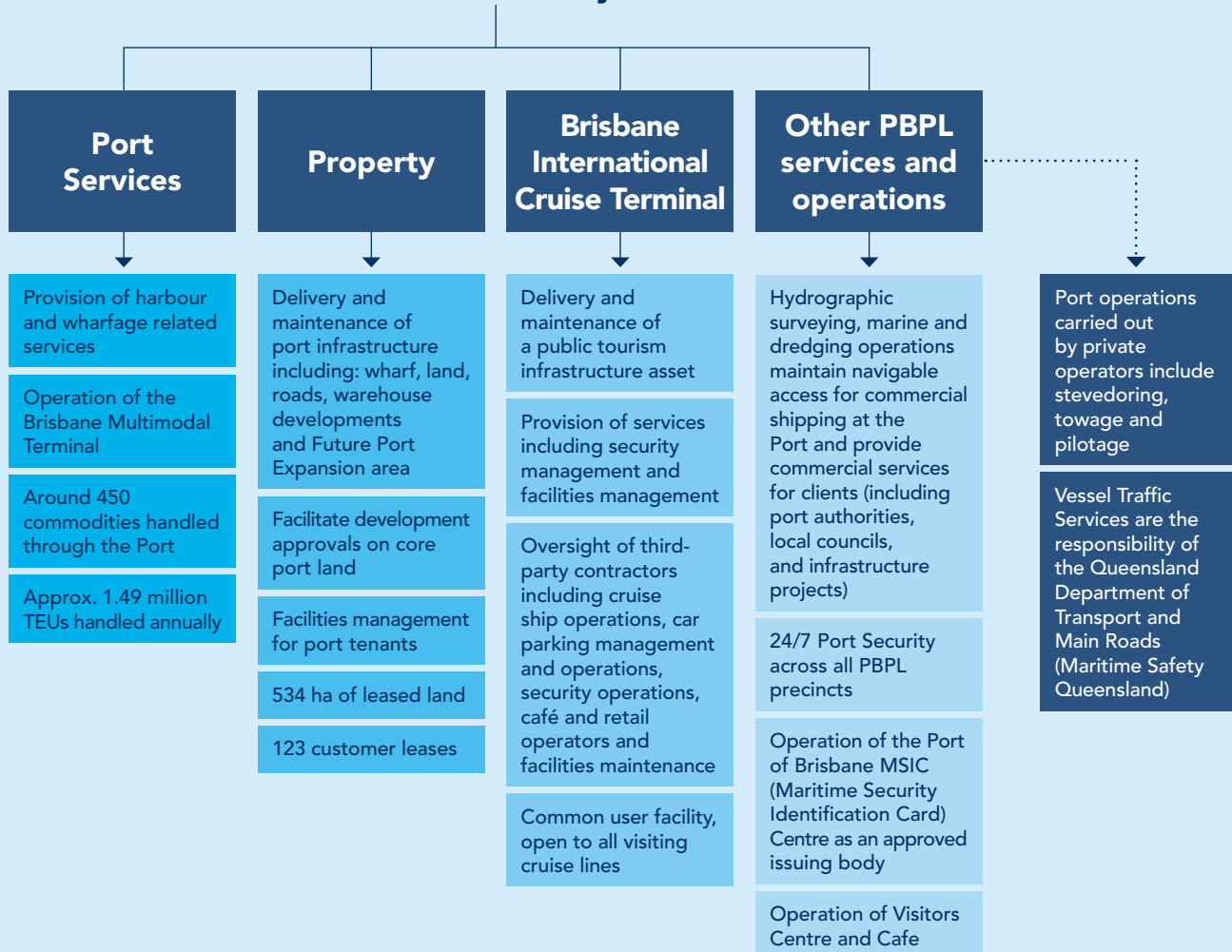
OUR VALUES

- **Safety** – we care for each other
- **Innovation** – we look for new solutions
- **Teamwork** – we value collaboration
- **Integrity** – we do the right thing
- **Accountability** – empowerment with responsibility

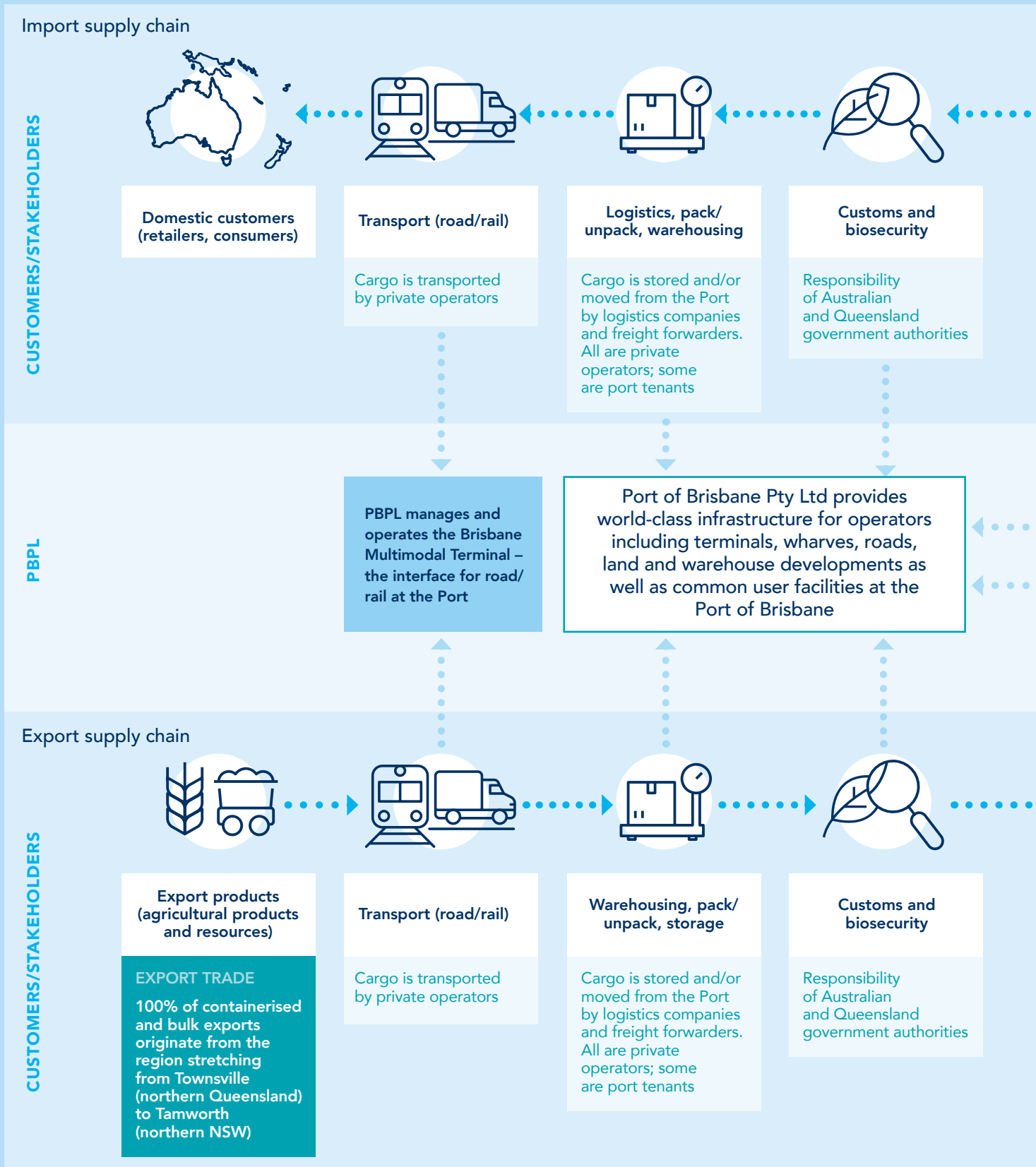
Our services and operations



Port of Brisbane Pty Ltd



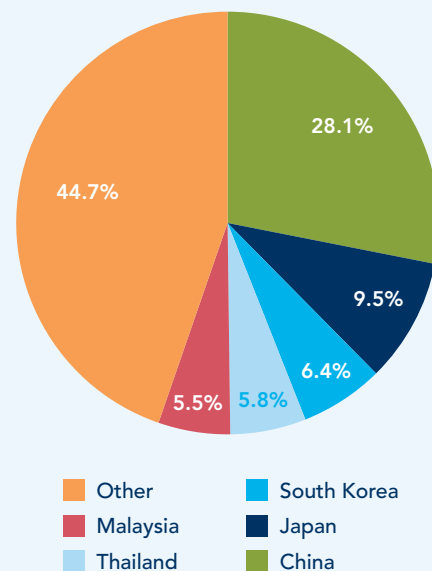
Port of Brisbane facilitates trade and economic growth for Queensland



As Port Manager and utilising a landlord port model, PBPL provides key core port infrastructure to support and facilitate the flow of trade through the Port.



Our key trading partners



Note: Total trade share by revenue

Top 5:

Countries by import origin (tonnes)

1. Malaysia
2. China
3. Japan
4. Singapore
5. South Korea

Countries by export destination (tonnes)

1. Japan
2. China
3. Vietnam
4. Indonesia
5. South Korea

Imports by product

1. Crude oil and refined oil
2. Cement
3. Building products
4. Iron and steel
5. Machinery

Exports by product

1. Coal
2. Agricultural seeds
3. Refined oil
4. Iron and steel
5. Meat products

About the Port of Brisbane

BOARD OF DIRECTORS

- Provide good governance and strategic oversight of PBPL by guiding and monitoring the business
- Approve and provide oversight of the Sustainability Program including review of sustainability initiatives regularly
- Support Management in managing key ESG issues to the Company and stakeholder feedback
- Oversee the implementation of appropriate policies and processes implemented for assessing, monitoring, and managing ESG initiatives



EXECUTIVE/MANAGEMENT TEAM

- Develop and implement business-wide strategies, policies and goals
- Develop and deliver projects to achieve strategic objectives and goals, including the Sustainability Program
- Manage and review all internal and external feedback in relation to ESG issues
- Develop policies and processes implemented for assessing, monitoring, and managing ESG across the Company



BUSINESS UNITS

- Develop strategies specific to the operations of each business unit to deliver business objectives and goals set by the Executive/Management team
- Implement projects and initiatives to achieve strategic objectives and goals

Governance at PBPL is also supported by relevant policies and frameworks.

Our Charter

PBPL's Board Charter details the guiding principles of our Board of Directors and their role in overseeing the Company's operations.

Code of Conduct

Our Code of Conduct provides a framework to guide us in our decision-making, our actions and behaviours. The Code provides clear guidelines to help all directors and employees address possible ethical challenges that may arise in day-to-day operations.

Risk management framework

PBPL's risk management framework aligns our Risk Management Standard to the international standard ISO 31000:2018. The risk management framework continues to provide a range of tools to manage our strategic and operational (business unit-specific) risk and employees receive relevant training as required.

2020 ISO Recertification Audit (SAI Global)

PBPL completed a recertification Audit with SAI Global during November, achieving continued certification against ISO 9001 (Quality) and ISO 14001 (Environment), as well as transitioning to the new ISO 45001 (Health and Safety), which supersedes the AS/NZ 4801 Standard.

Modern Slavery Act

PBPL complies with its obligations under the *Modern Slavery Act 2018 [Cth]*. During the year, we reviewed our systems and processes to take steps to combat modern slavery and human trafficking and produced our first *Modern Slavery Statement (1 July 2019 to 30 June 2020)*. All employees were required to complete Modern Slavery Awareness online training during October, included in PBPL's compliance training matrix.

Business and sustainability highlights



1,873ha

footprint including 693ha of environmental areas



Approximately
\$466m

forecast for port infrastructure works over next five years



185

employees spanning a wide range of disciplines and experience



123

customer leases managed across five port precincts



2,159

vessel calls annually



zero

Lost Time Injuries



\$400,000

invested in training and development initiatives



A record
1.49m
containers



Overall tonnage reduced 6.6%
29.3m
tonnes of trade

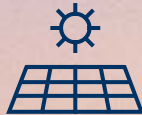


1.7%

containers moved on rail, continuing to decline



Ongoing advocacy for a dedicated freight rail connection



299%

increase in solar energy production



41%
of total waste recycled



74.4%
customer satisfaction reported in Annual Pulse Check Survey



Launched our first
Reconciliation Action Plan

About this report

This report is the Port of Brisbane's third consecutive annual sustainability report and has been prepared in reference to the Global Reporting Initiative (GRI) Standards. Our strategy, goals and performance for 2021/22 have been outlined in this report.

Our reporting boundary includes PBPL's operations at our worksites Port Office, Brisbane Multimodal Terminal, Operations Base, the Brisbane International Cruise Terminal and the *TSHD Brisbane* dredge vessel and encompasses activities within port limits (Northern Moreton Bay to Brisbane River).

GRI Reporting Principles for defining report content

STAKEHOLDER INCLUSIVENESS:

The report's content reflects topics that have been identified through the formal materiality assessment process, undertaken with internal and external stakeholders.

SUSTAINABILITY CONTEXT:

Our commitment to sustainability has been addressed throughout the report with reference to our Sustainability Program and for all aspects of our business (i.e. our environmental performance, trade performance, port development and partnerships).

MATERIALITY:

In FY19, PBPL undertook a detailed materiality assessment with a wide range of internal and external stakeholders, which identified 34 topics which were material to our business. In FY21, we updated our materiality assessment following an internal review by our Executive Leadership Team. While all 34 topics identified on our materiality matrix are important to our business and our stakeholders, this year we have prioritised reporting on five material topics in reference to the GRI reporting framework.

COMPLETENESS:

Information within this report relates to PBPL's business operations and five material topics (health and safety, renewable energy transition, efficient and effective supply chains, trade growth and diversity, and customer focus) prioritised within our materiality matrix. The boundaries for these five topics have been identified and the information provided shows an accurate representation of PBPL's sustainability performance for FY21.

At the Port of Brisbane, we engage with a wide range of stakeholders who are interested in or impacted by our day-to-day operations, projects and long-term planning.

Our stakeholders are represented across all levels of government, industry, interest groups and the community. The breadth of stakeholders speaks to the diversity of our operations, responsibilities and the importance of the Port to both the economy and community. We value our relationships with all our stakeholders and welcome opportunities to work together to deliver mutually beneficial outcomes for the wider port community. We are also committed to listening to and learning from stakeholder feedback as we seek to continually improve port operations and minimise impacts on customers, the local community and the environment.

Groups we regularly engage and partner with are listed in the table to the right.



Image: PBPL's Community Consultative Committee

Engaging with our stakeholders

STAKEHOLDER GROUP	ENGAGEMENT METHOD	KEY AREAS OF INTEREST	EXAMPLES OF KEY ACTIONS
Employees	Internal communications, forums and intranet Digital and social media platforms	Health, safety and wellbeing Strategic and operational business decisions and performance Organisational culture and engagement Training and professional development	Employee engagement survey Health and wellbeing programs Training and development programs Diversity and Inclusion Council Reconciliation Action Plan Working Group
Customers	One-on-one meetings Electronic newsletters/alerts Customer enquiries and complaints channels Digital and social media platforms Port-wide consultative groups	Safe and efficient infrastructure Safety and security Trade growth and supply chain Sustainable port development Business performance and pricing matters Facilities management	Safety 1 Forum Stakeholder survey Trade forums/visits Monthly electronic newsletters Port Alerts
Federal and State Government	Meetings and briefings Participation in working groups Formal submissions on relevant issues Event or award sponsorships	Safety and security Trade growth Port development and planning Environmental management Regional tourism strategies	Government represented at PBPL's Planning & Environment Forum and the Dredging TACC PBPL participation in working groups and initiatives
Local Government	Meetings and briefings Participation in working groups Formal submissions on relevant issues Event or award sponsorships	Planning and development Environmental management Local community Local tourism strategies	Government represented at PBPL's Planning & Environment Forum and the Dredging TACC PBPL participation in working groups and initiatives
Community	Meetings and consultative groups Project-specific engagement Long-term partnerships and sponsorships Community events Digital, social media platforms and media	Environmental management and impacts Port development and planning Economic/social impacts and contributions Port education	Community Consultative Committee Visitors Centre and port tours Local newspaper quarterly updates, monthly electronic newsletters Stakeholder survey
Environment groups	Long-term partnerships Citizen science projects Local event support Digital and social media platforms	Environmental management Port development and planning Port education	All environmental monitoring reports available on our website Environmental monitoring reports used for partner research programs Representation on PBPL's Dredging TACC
Industry associations	Joint partnerships Industry association membership and sponsorships Committee representation	Safety Transport and logistics Supply chain and port development Environmental management Tourism	Facilitated industry delegations and port tours Financial and in-kind support for industry events
Research partners	Formal research partnerships	Environmental innovation	Environmental research partnerships Provide access to land or facilities to trial new technologies or for research purposes
Debt investors	Results presentations Meetings	Financial and ESG performance Debt financing requirements Credit rating	Successful completion of debt raising activities
Unions	Meetings Bargaining negotiations	Employee working conditions and other benefits	Enterprise bargaining

Our sustainability commitment



PBPL is committed to making a positive difference and to putting sustainability at the core of what we do.

For us, sustainability is about considering our stakeholders and ensuring the decisions we make enable the Port of Brisbane to be 'Here for the Future'.

Over the last three years, our whole-of-business Sustainability Program has guided our decision-making and goal setting in this area.

Sustainability recognition

This year, PBPL received a 5-star GRESB rating – a globally recognised assessment that evaluates ESG performance and sustainability 'best practices' for real estate and infrastructure funds, companies and assets worldwide. PBPL was the highest ranked port company in the 'Transport: Port Companies' category, and its overall score reached 87/100 (an improvement from 67/100 in 2018/19).

We are also proud that our Brisbane International Cruise Terminal was a finalist in the 2021 World Port Sustainability Awards *Resilient Physical Infrastructure* category. The global awards considered a range of criteria including integration of sustainability factors and measurable impact of the project on the sustainability of the port and its environment as well as commercial and community stakeholders.

Materiality assessment

A key part of our sustainability journey included undertaking a materiality assessment in FY19 to effectively document the economic, social and environmental topics considered to be most important to our business.

Over 350 internal and external stakeholders were invited to participate in a survey to capture their views, with stakeholder interviews conducted with key external stakeholders and employees to gain a greater understanding of the material topics and what it means to our stakeholders.

The assessment identified 34 material topics, which speaks to the diversity of our responsibilities, operations, and our stakeholders. The results were validated through internal discussions, and all 34 material topics were ranked highly.

Materiality assessment review

During FY21, we updated our materiality assessment following a review process with the Executive Leadership Team (ELT). ELT members ranked all 34 material topics based on impact to the business, stakeholder interest and to identify the timeframe in which the topic is likely to impact the business (short and long-term). This internal review acted as a 'pulse check' to ensure we continue to focus on what is materially important to our business. Next year, we will undertake a formal materiality assessment review process with internal and external stakeholders.

Materiality matrix key

People	Planet	Prosperity	Partnerships
1 Workplace Diversity	8 Climate Change Resilience	17 Trade Growth and Diversity	27 Customer Focus
2 Growing Future Capabilities/Ongoing Learning	9 Biodiversity/Habitat Protection and Enhancement	18 Port Efficiency	28 Port Communication
3 Talent Attraction, Succession Planning and Retention	10 Efficient Use of Resources	19 Robust Governance and Risk Management Systems	29 Port Education
4 Employee Wellbeing	11 Renewable Energy Transition	20 Infrastructure Delivery and Asset Management	30 Community Partnerships
5 Workplace Health and Safety	12 Water Management	21 Effective Financial Performance	31 Industry Partnerships
6 Positive Organisational Culture	13 Port Impacts	22 Efficient and Effective Supply Chains	32 Indigenous Partnerships
7 Proactive Leadership	14 Biosecurity	23 Enable and Protect Transport Networks	33 Research and Educational Partnerships
	15 Sustainable Building Design	24 Technology and Innovation	34 Government Relationships
	16 Management of Spaces/Port Buffers	25 Cyber Security	
		26 Tourism and Cruise Operations	

- Material topics reported on
- Smaller circles indicate topics with a short-term impact
- Larger circles indicate topics with a long-term impact

Materiality matrix

All 34 material topics continued to rank highly in terms of stakeholder interest and impact to PBPL.

This year, we have prioritised reporting on five material topics.

The materiality matrix below includes the five material topics (health and safety, renewable energy transition, efficient and effective supply chains, trade growth and diversity, and customer focus) and a timeframe that shows which topics are likely to impact our business in the short or long-term.



Our program

Our Board-endorsed Sustainability Program has adopted a 'whole of business' approach and aligns with the United Nations Sustainable Development Goals (UN SDGs): 14 of the 17 UN SDGs are relevant to our business.

It identifies long-term targets for each of the four key pillars — People, Prosperity, Planet and Partnerships — with key focus areas and annual milestones to ensure we achieve these goals. The progress we have made this year towards the 2030 Goals is reported at the start of each relevant section.

We were proud to be the first Australian port to publish measurable sustainability targets on our website in December, demonstrating our commitment to being accountable and transparent on our sustainability journey.

2030 Goal



Create an engaged, diverse and responsive culture

Focus Area

Health and wellbeing

Safety

Personal development

Culture

Robust governance



Deliver efficient and sustainable economic growth

Port development

Asset management

Supply chain enablement

Sustainable procurement

Digital transformation



Achieve positive net environmental benefit

Air quality

Energy efficiency

Climate change resilience

Resource management

Water quality

Biodiversity



Enable responsible growth

Customer partnerships

Community partnerships

Research and industry partnerships

Engagement and education

2030 Focus Area target

Relevant SDGs

Port Office 6 Star Green Star interiors rated

Zero Harm

Increase all leadership capability to the 75th percentile (Hogans 360 surveys)

Achieve global high performing engagement

No incidences of material non-compliance with legislation

Achieve a minimum 4 Star Green Star or ISCA equivalent for all new Property and Port infrastructure projects

Achieve ISO 55000 certification

Landside: Increase rail modal share to 12%. Waterside: Advance channel preparations for 14,000 TEU vessels

100% alignment with ISO 20400 with audit verification

Create value through becoming a digital leading Port

No National Environmental Protection Measures (NEPM) exceedances

Net zero emissions (Scope 1 and 2)

Minimise our climate risk and increase our adaptive capacity

Zero waste to landfill and net positive water

Influence the implementation of the offsite stormwater initiatives (25 km rehabilitated)

Improve the quality of designated environmental areas across Port land supported by external assessment

90% customer satisfaction rating from Annual Pulse Check Survey

90% community satisfaction rating from Annual Pulse Check Survey

Support 20 new research and industry partnerships that add value to our business

5% year-on-year increase in PBPL engagements with educational institutions



Fourteen UN SDGs relevant to PBPL

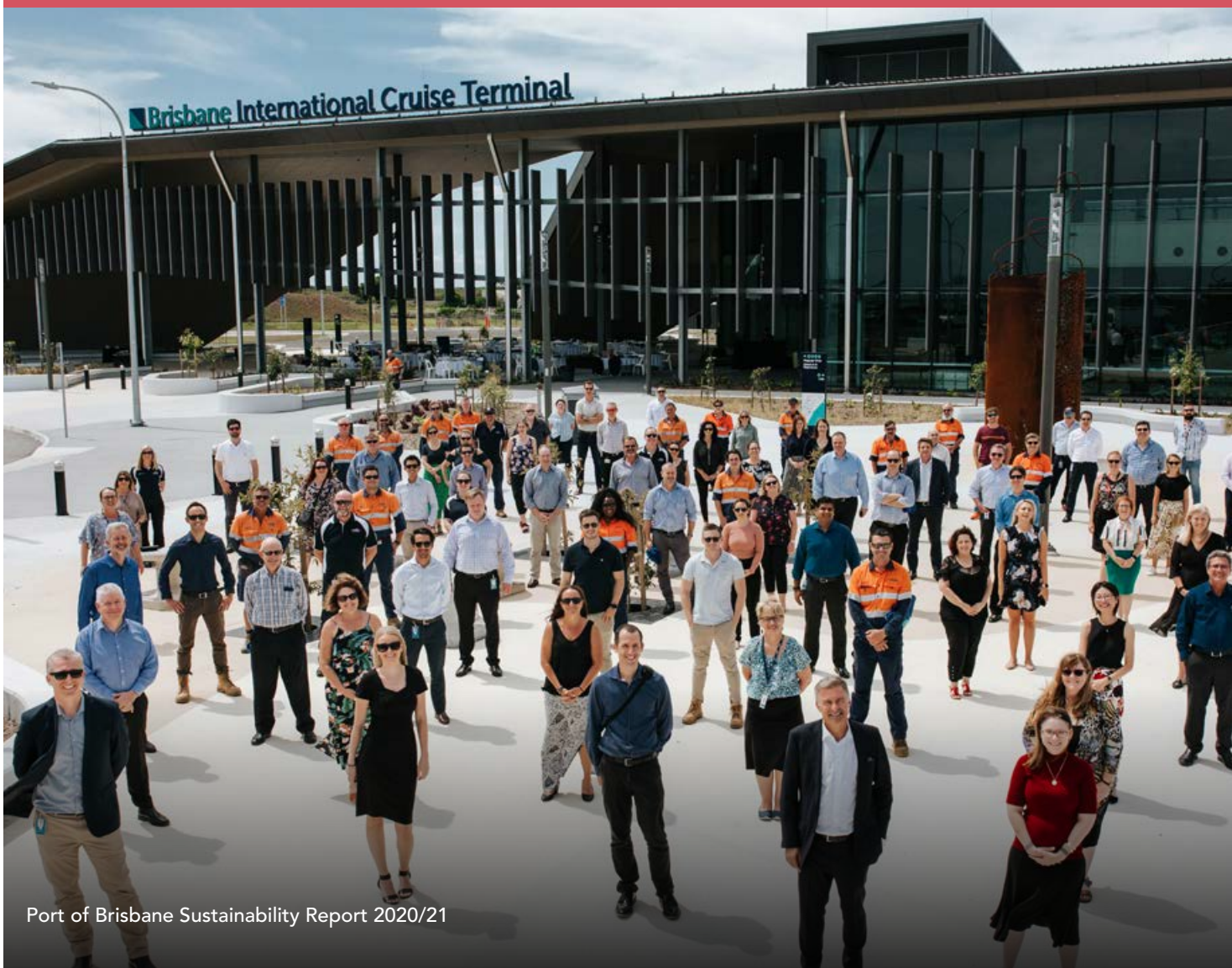


People



We value our employees and we want them to value working with us. We have a responsibility to ensure employees feel supported, are engaged, and have the right capabilities to enable our business to grow and perform for all our stakeholders.

We take a holistic approach to supporting our people. This includes prioritising the safety, health and wellbeing of our employees, supporting their professional development and learning, providing workplace flexibility, and improving the diversity and inclusiveness of our business to better represent the communities in which we operate.





PROGRESS TOWARDS OUR 2030 GOALS

Focus Area	2030 Goal	FY21 Progress
HEALTH AND WELLBEING Our health and wellbeing program delivers a range of benefits to employees and enjoys a high level of uptake across various initiatives. Its holistic nature is important for our business, as it is well-established and proven to improve morale, increase productivity, reduce absenteeism, and support stronger engagement.	Port Office 6 Star Green Star interiors rated	<ul style="list-style-type: none"> Work commenced on office refurbishment, including design brief
SAFETY We continue to build on our safety culture and are proud of our people's commitment to continuously reviewing our systems of work to deliver improved safety outcomes. We are committed to ensuring a culture that puts safety first for our people, our business, our customers, and our community.	Zero harm	Lead indicator <ul style="list-style-type: none"> ELT achieved 367 leadership behaviour reports Lag indicator <ul style="list-style-type: none"> Zero (0) Lost Time Injuries (LTIs)
PERSONAL DEVELOPMENT Having the right people in our business is key to our success. In today's competitive job market, we know we need to work hard to attract and retain talent. We strive to be a learning organisation and offer opportunities for our employees to grow and further their professional development.	Increase all leadership capability to the 75th percentile (Hogan's 360 surveys)	<ul style="list-style-type: none"> Work has commenced on developing a Leadership Standard and programs to support our current and emerging leaders
CULTURE An aligned and engaged workforce delivers positive change for our business. We seek to enable a culture that champions diversity, inclusion, innovation, recognition and flexibility. We want to ensure our people feel safe and are encouraged to bring their authentic selves to work each and every day. This is an ongoing journey and we are focused on exploring contemporary practices that facilitate this and are appropriate for our workforce.	Achieve global high performing engagement	<ul style="list-style-type: none"> Sustained high levels of engagement and enablement across the organisation despite COVID-19 disruptions
ROBUST GOVERNANCE Strong governance is the foundation of all business decisions at PBPL – it impacts our performance, appetite for risk, and our ability to innovate. We have robust governance processes, underpinned by a mature Business Management System framework which is certified to ISO 9001:2015 (Quality), ISO 14001:2015 (Environment) and ISO 45001:2018 (Health and Safety), as well as strong management structures in place with clearly defined roles outlining responsibility and accountability.	No incidences of material non-compliance with legislation	<ul style="list-style-type: none"> No incidences during the year

A strong 'Safety First' culture underpins everything we do. We strive to provide a safe and healthy workplace for all our employees, contractors and visitors, and believe that safety is everyone's responsibility, regardless of position or seniority. While day-to-day, our teams work within different settings, including marine/operations, infrastructure, environmental work and within an office, they are also involved in the planning, development and delivery of projects or initiatives for PBPL, our customers and other partners.



Safety first, always

Our people also receive significant support in relation to health and safety. We engage with them through formal training, events and initiatives, and our Healthy Lifestyles Program as well as regular internal communications that includes a weekly incident report, safety shares, variation reporting and business updates.

Health and Safety compliance

At PBPL, all employees are accountable for health and safety relevant to their role while our managers and supervisors also have specific health and safety responsibilities. In March, we launched a new automated reminder system for compliance training, which provides employees and managers with the information needed to stay up to date with the training required for their roles. At PBPL, our compliance training process ensures all our employees are provided with training to legally and competently perform all aspects of their role.

We operate under an independently audited Health and Safety Management System which covers all employees and business activities. During the year, our Health and Safety Management System transitioned from aligning to AS/NZ 4801 standards to being certified to the international standard ISO 45001:2018 in November, while also continuing to comply with all statutory obligations and expectations. Two minor non-conformances were recorded as a result of the audit; these were discussed by PBPL's Health & Safety Committee and appropriately actioned.

While we recorded zero (0) Lost Time Injuries (LTI) during the year for our employees, we recognise we cannot become complacent, and therefore relentlessly target zero (0) LTIs across our workforce. In FY21, PBPL recorded a Lost Time Injury Frequency Rate (LTIFR) of zero (0) occurrences of lost time injury for each one million hours worked – slightly ahead of industry benchmarks for our operations (8.3 occurrences of lost time injury for each one million hours worked).

Lead and lag indicators

	FY19	FY20	FY21
Leadership Behaviour Reports	268	319	367
Lost Time Injuries (LTIs)	0	3	0
Lost Time Injury Frequency Rate (LTIFR)	0	3.1	0

COVID-19

We continue to review our COVID-19 Health Plan to manage our response to the pandemic, ensuring we comply with government health directives and, most importantly, continue to protect our people, their families, and the stakeholders we work with.

Our practices adhere to practical measures as required by authorities including social distancing, room capacity, contact tracing and reconfiguration of the Port Office. We also support our people through other initiatives including an enhanced Flexible Work Standard, mental health support and regular check-ins.

Port community initiatives

Together with our customers and partners, we also support safety across the broader port community. Central to this is our ongoing commitment to promoting road safety, which is a key challenge on port roads. We work with the Queensland Police Service, Queensland Department of Transport and Main Roads, and the National Heavy Vehicle Regulator as well as peak bodies such as the Queensland Trucking Association to support initiatives that promote safer driver behaviour.

This year, we delivered the annual Safety 1 Forum online due to COVID-19 – an important safety-focused event for the port community.



Images from top: Marine maintenance at our Operations Base; Crew members of the TSHD Brisbane

Holistic health and wellbeing

Over the last 12 months, COVID-19 has brought into sharp focus the importance of the physical and mental health and wellbeing for our employees and their families. While it has presented many challenges, it has also helped accelerate our plans to support greater flexibility and work-life balance for our people.

Our employees have continued to utilise the services of our Employee Assistance Provider (EAP), Gryphon Psychology, which provides a free, confidential, and voluntary counselling service as well as other services to support both employees and their immediate family members in their professional and personal lives.

As part of Queensland Mental Health Week, we partnered with Gryphon Psychology to deliver a virtual awareness session for employees and their families to promote and increase understanding of the support services they offer. These information sessions will continue in FY22.



Image: Celebrating 'Mandate' with the PA Research Foundation

Mental health a priority

We have prioritised mental health awareness and support this year. PBPL has five Wellbeing Champions across our business, including at least one at each of our worksites, who have all received accredited Mental Health First Aid Training as well as training from Queensland's Anti-Discrimination Commission. They play an important role in fostering an environment that encourages people to speak up and seek help and provide support to others to help resolve grievances or concerns related to discrimination, bullying or harassment.

Strengthening this capacity across the business, an additional 15 employees took up the opportunity to become Accredited Mental Health First Aiders. These employees have incorporated a logo and wording into their email signatures, and we have updated signage across our worksites to ensure greater visibility for our employees, customers, and broader community. Gryphon Psychology also delivered specific suicide awareness training to ensure the business is prepared in this area.

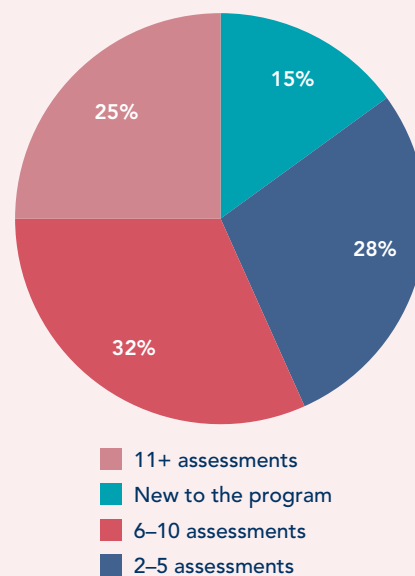
Encouraging healthy lifestyles

PBPL offers two voluntary health assessments to all employees through our Healthy Lifestyle Program. Offered annually and subject to eligibility, they can participate in either a two-hour assessment at a Ford Health clinic or a one-hour assessment at a PBPL location; both programs include time with an exercise physiologist and medical practitioner. Assessments offer employees an opportunity to track their health over time and receive targeted health advice and follow-up consultations from qualified professionals at Ford Health.

In 2020, 60 eligible employees participated in the health assessments; of these, 15% were new to the program that year. Over 56% of participants have had at least six annual health assessments while at PBPL, providing them with personalised long-term health data. This positive participation indicates that employees value their assessments by continuing to return to the program each year. We continue to try to engage new employees and those who have not yet participated in the program.

While individual assessments are strictly confidential, de-identified participation data received by PBPL assists in the ongoing evaluation of the Healthy Lifestyles Program to determine program successes, future improvement opportunities and areas of focus.

Health assessments completed by individual participants over time*



* The data indicates how many assessments the 2020 participants have individually completed while employed at PBPL.

Promoting financial wellbeing

Supporting our employees in their financial wellbeing is important to us. This year, we worked with our superannuation provider, QSuper, to offer information sessions for employees who are approaching retirement or seeking to plan for the future. Held virtually, the sessions were open to all employees, regardless of which fund their superannuation is invested in.

We also launched our 'Envisage' and 'Navigate' work/life/retirement programs for all employees, facilitated by workforce planning specialists, Risemart. Our Envisage program is designed to support employees to create a holistic plan for their future. To maximise the benefits for employees from this experience and to encourage the conversation to continue after the session, our Managers also had the opportunity to attend a Navigate session, equipping them with the skills to provide better support for their people and encourage greater conversations.

We will continue to deliver similar initiatives by working with partners to offer our employees and their families' access to sessions across a range of health and wellbeing initiatives including lifestyle, nutrition, and mindfulness.

Working with us

OUR CULTURE

Like all organisations, we have a culture that is unique to us and we recognise that our culture is key to our performance and success. Our Culture Strategy provides a roadmap to ensure our organisational culture and business strategy are aligned and can respond to change as our company and our people evolve.



15%

of our people embraced the opportunity to upskill during the year; 52% of these were female



Approximately

\$1m

invested over 5 years to 2023 in training for our *TSHD Brisbane* crew



\$400,000

invested in training and development initiatives; 50% in leadership development

At PBPL, we want our culture to embrace diversity, be inclusive, stimulate innovation, encourage flexibility, and celebrate success. We continue to talk with, and listen to, our people to ensure our systems, programs and initiatives support them in their current roles as well as their professional aspirations.

This year, we sought to establish a comprehensive understanding of the digital capabilities and training requirements of our workforce through our first Growth and Digital Employee Pulse Survey. In total, 34% of respondents told us they consider themselves to still be developing their IT skills. Their feedback is helping us to develop a program of training to equip our people with the right skills to deliver on goals and develop in their careers.

Conducted approximately every 18 months, our Engaged Performance Survey continues to provide valuable insights into employee engagement and our organisational culture and will help us identify areas for improvement and opportunities to drive positive change within our business.

During the year, COVID-19 disruptions impacted parts of our organisation in different ways. While this led to slightly lower engagement levels in some areas of the business which impacted overall survey outcomes, we have seen improvements in engagement and enablement levels across a majority of the organisation.

Overall, the survey achieved a 78% participation rate from across all areas of our business; a slight decrease from last year's survey. PBPL sustained high levels of engagement and enablement across the organisation, demonstrating the resilience of our culture.

We remain focused on fostering a strong culture and high employee engagement and we're committed to ongoing reviews of our culture, understanding our employees' perceptions, and tracking progress on the initiatives we have in place as we work towards our 2030 goal of an engaged team, delivering exceptional performance.

Engaged Performance Survey

	ENGAGEMENT LEVEL			ENABLEMENT LEVEL		
	March 2018	November 2019	July 2021	March 2018	November 2019	July 2021
PBPL	72%	71%	69%	71%	72%	70%
High performing norm	73%	74%	73%	72%	73%	73%
General industry score	68%	67%	66%	68%	67%	67%



Image: Our Diversity and Inclusion Council

Valuing diversity and inclusion

Our workforce of 185 employees span a wide range of technical, operational, and professional disciplines located across multiple worksites. We recognise, embrace, and value the diversity of backgrounds, perspectives and experiences of our people and their unique contribution to the workplace.

We're committed to providing all our people with an environment where everyone is treated with respect and dignity and believe that by valuing and utilising our differences, we enhance the environment we work in, maximise individual potential, and create a culture of innovation.

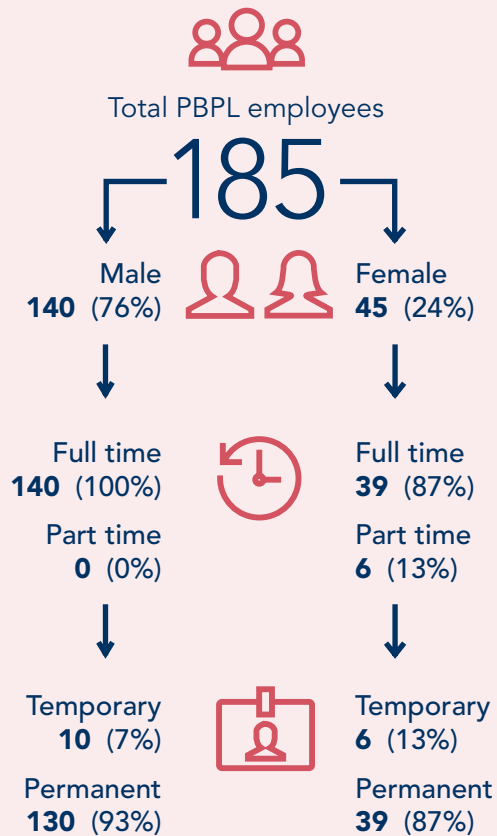
Our Diversity and Inclusion Policy, supported by programs and initiatives, seeks to ensure PBPL's programs and conditions are inclusive for all our people and set out clear expectations for our leaders and employees. We're also proud members of the Diversity Council of Australia.

This year, we have focused on ensuring the right frameworks are in place to support an inclusive culture by reviewing and repositioning key policies including PBPL's Leave Policy, Domestic and Family Violence Policy and Flexible Work Arrangement as well as developing a Working From Home Standard. We will elevate this work over the next 12 months as we implement key initiatives to ensure our workplace is inclusive for all.

Attracting and retaining diverse and qualified employees remains of great importance to our business. Women are typically under-represented in operational roles within the ports and logistics sector, and that is a challenge that we continue to face at PBPL. We will continue to focus on ensuring all our workplaces are inclusive, our employee value proposition is attractive and inclusive, and that our employment branding strategy seeks to attract a diverse and appropriately qualified candidate pool.

Working with us

Total employees by gender and employment category



Employees by age and employment category

Employment category	Age		
	Under 30	30-50	Over 50
Permanent	4%	50%	37%
Temporary	4%	3%	2%

Our Board and Executive Leadership Team

Gender	Age		
	Under 30	30-50	Over 50
Male	69%	0	13%
Female	31%	0	19%

Average training hours by gender

Gender	Average Training Hours		
	FY19	FY20	FY21
All	15.7	23.19	48.11
Male	16.4	20.93	54.12
Female	13.8	30.34	30.44



Growing workforce capability

Supporting workforce diversity is also key to ensuring we have the right capabilities and skills within our teams to position PBPL strongly for the future. We have invested significantly in professional development and learning this year to nurture talent and grow capability, including business-wide programs as well as tailored opportunities specific to business needs.

This year, in response to feedback received from our people, including through our Engaged Performance Survey and, also in response to COVID-19, we encouraged employees to consider professional development and training opportunities, including formal qualifications, relevant to their role. During the year we also identified specific areas of the business that had new training requirements or had the potential to increase productivity by offering training and development opportunities to team members. This focus on offering increased training opportunities was reflected in overall higher average training hours for our employees – 48.11 hours in FY21. The higher average training hours for males reflects the increased training undertaken by operational areas of our business, which have a higher proportion of male employees.

We also look to provide opportunities for those starting out in their careers. In March we welcomed two new Port Operations Cadets who will work with our Port Operations and Security teams, gaining experience across our landside operations and completing a Diploma of Logistics as part of their training.

During the year, we identified a lag in general compliance training within the business. In response, PBPL delivered a major program of compliance training for employees to address this, with around 90% of employees completing the required training by June and the remaining to be completed in FY22.

Prosperity



The Port of Brisbane provides world-class supply chain infrastructure that will continue to underpin Queensland's trade and economic growth for decades to come.

By working with our customers and stakeholders, PBPL will continue to drive growth in our region through long-term investment that will ensure Port of Brisbane is never the limiting factor for trade on the east coast of Australia. We continue to work with new and existing port customers to deliver sustainable port development that supports their long-term growth and that of the Port.





PROGRESS TOWARDS OUR 2030 GOALS

Focus Area	2030 Goal	FY21 Progress
PORT DEVELOPMENT We provide access to South East Queensland's pre-eminent location for trade-related businesses and create solutions for our customers to support their growth.	Achieve best practice sustainability design elements for all new Property and Port infrastructure projects	<ul style="list-style-type: none"> Brisbane Port Land Use Plan 2020 approved by Queensland Government Developed an internal tracking system to ensure new projects incorporate best practice sustainable design elements
ASSET MANAGEMENT We are responsible for managing over \$5 billion of assets including roads, wharf infrastructure and water and sewerage services. High quality development and long-term performance of this infrastructure is critical to the safe and efficient functioning of the port, and for the operation of our customers' businesses.	Achieve ISO 55000 certification	<ul style="list-style-type: none"> Developed an Asset Register to enable improved condition assessment and asset knowledge including 1/5/30 year financial modelling Progressed development of an Enterprise Asset Management System (EAMS) to allow for improved asset knowledge and lifecycle performance
SUPPLY CHAIN ENABLEMENT We seek to optimise port access and enhance the safety, efficiency, and connectivity of the port through the delivery of new infrastructure and investment in innovation and technology.	Landside: Increase rail modal share to 12% Waterside: Advance channel preparations for 14,000 TEU vessels	<ul style="list-style-type: none"> 1.7% rail modal share in FY21, which continues to decline as overall port volumes grow
SUSTAINABLE PROCUREMENT Ensuring that the goods and services we source externally are also sustainable reduces risk, cost and waste. Investing responsibly also delivers better environmental outcomes while encouraging innovation and boosting reputation.	100% alignment with ISO 20400 with audit verification	<ul style="list-style-type: none"> Implemented Modern Slavery reporting Implemented changes to supplier engagement and procurement processes within PBPL to ensure responsible supplier selection
DIGITAL TRANSFORMATION It is critical we have the right technology and systems in place to keep our business safe and secure, while encouraging innovation and the flow of ideas. We seek to remain at the forefront of disruptive technological innovation and identify new opportunities to support our people, improve our operations and benefit the port community.	Create value through becoming a digital leading port	<ul style="list-style-type: none"> Developed a draft Digital Business Strategic Roadmap that focuses on enhancing service provision and business operations, building a digital capable workforce, and identifying new digital opportunities

Trade

As the state's largest container and multi-cargo port, and the closest major east coast trading port to North East Asia, Port of Brisbane connects exporters and importers from Queensland and northern New South Wales with global markets. Together with our customers and stakeholders, the port precinct supports thousands of jobs, keeps vital supply chains open and helps deliver regional prosperity.

We take a long-term view in developing trade and port infrastructure to meet the needs of our customers and to facilitate efficient and sustainable trade growth for Queensland and the Port's wider catchment region. As Port Manager our role is to invest in new, and maintain existing, infrastructure to support long-term trade growth.

Port of Brisbane offers world-class facilities including purpose built wharves and modern cargo-handling infrastructure as well as warehousing and storage, bulk handling, and container parks. The Port of Brisbane operates eight container wharves serviced by three semi-automated stevedores and a combination of privately-operated and common-user berths for coal, cement, agricultural products and other dry bulk commodities, as well as wet bulk, motor vehicles and general/project cargo.

A Voluntary Access Undertaking facilitates access to port services and facilities including the PBPL-operated Brisbane Multimodal Terminal which provides an interface for containerised freight between road, rail and sea.

This year, like the last, many of our customers and supply chain stakeholders continued to face significant challenges due to COVID-19. Major fluctuations in trade volumes contributed to a highly uncertain economic and operational environment, which in turn put intense logistical pressure on many of the Port's supply chain operators.

Trade overview

Overall trade volumes reflect a unique FY21. Early in the year, trade — particularly import containers — was in catch-up mode after the numerous impacts of FY20 including the ongoing drought, summer bushfires, the collapse of trade following the outbreak of COVID-19, and already sluggish global and national economies. Overall trade tonnage reached 29,308,764 tonnes in FY21, a 6.6% reduction on the previous year.

Overall, container volumes continued to increase, with total TEU (including empties and transshipments) reaching a record 1,494,773 TEU. Full import containers had a particularly strong year on the back of sustained high demand for consumer, white goods, electrical, and building goods, increasing 17.2% to 668,755 TEU.

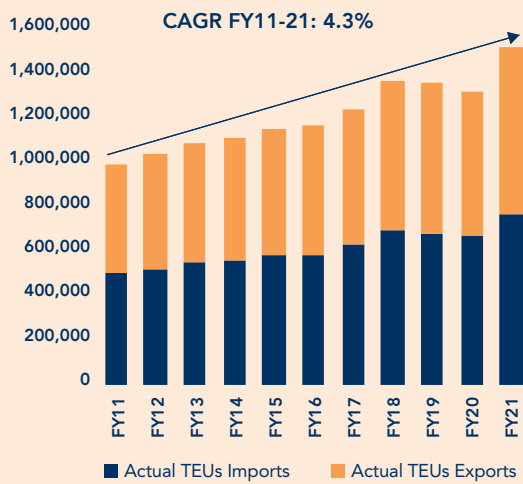
This gain was offset by total full export container volumes decreasing by 5.8% to 319,029 TEU, despite agricultural export volumes increasing notably in FY21 as the effects of the ongoing drought eased. However, in October, China's ban on imported Queensland logs meant exporters from the Port of Brisbane effectively lost their trade overnight with no alternate markets available. At the time, logs were one of the Port's highest volume export commodities along with refrigerated meat products. The reduction in log exports led to a year-on-year decline in overall export volumes.

In early FY21, motor vehicle imports remained constrained by COVID-19, with low consumer demand and ongoing international production shutdowns across several countries. However, by mid-FY21 both consumer demand and production increased, and the Port's import volumes returned to pre-COVID levels. Volumes were maintained for the rest of the year and resulted in import volumes reaching 231,700 units, a 31.6% increase on FY20 volumes. However, as a result of COVID-19, some global supply chain issues remain into FY22, due to parts shortages.

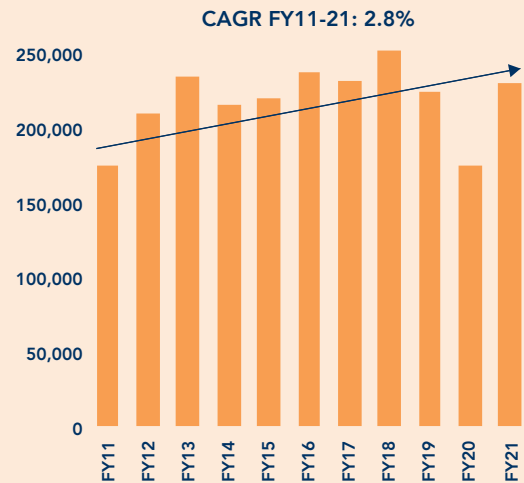
In the wet bulk sector, Ampol shuttered its refinery in late FY20 for a major maintenance program. It remained shut for five months, until demand and other economic influences saw it return to full production. Imported refined fuels made up the demand shortfall during the temporary shutdown.

We continued to work closely with customers seeking short-term cargo storage opportunities on Fisherman Islands. Historically, our short-term storage options have supported South East Queensland projects, allowing customers to store oversized items such as construction, engineering, and wind farm componentry at the Port prior to it being trucked to site.

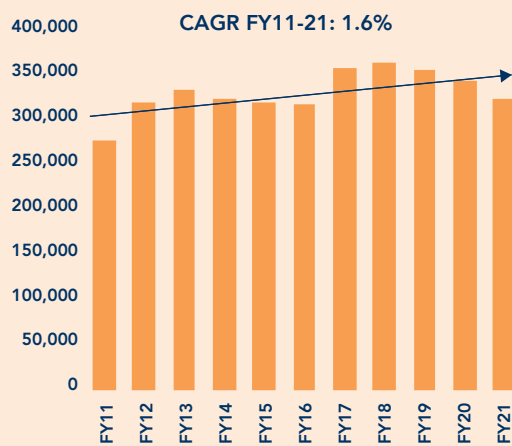
Total containers (TEUs)



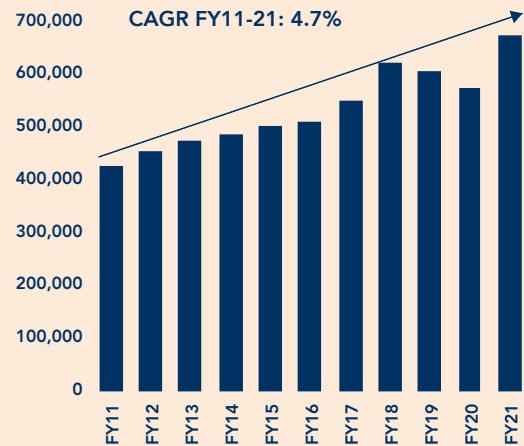
Motor vehicle imports (units)



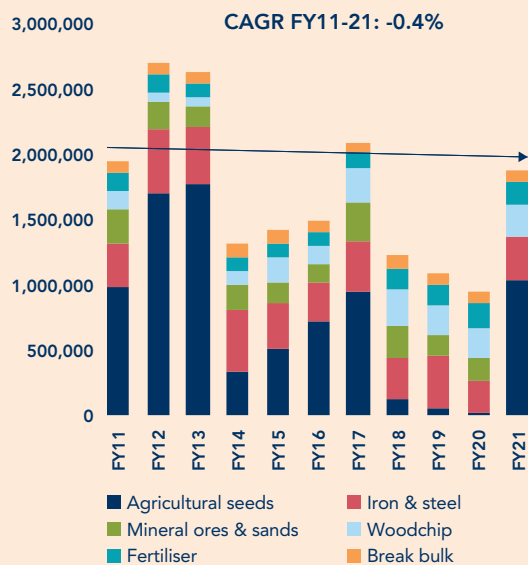
Full container exports (TEUs)



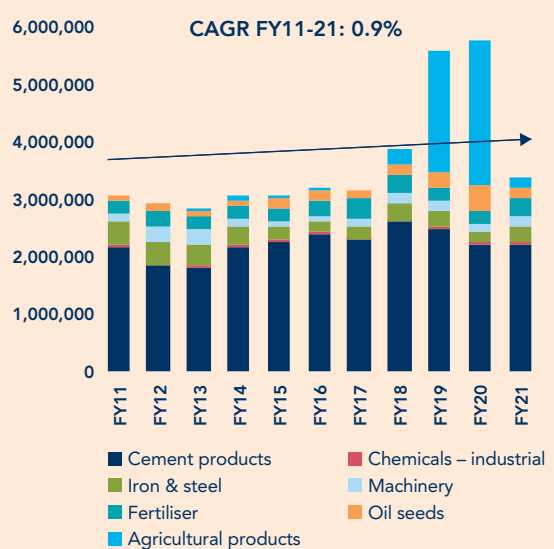
Full container imports (TEUs)



Key dry bulk exports (tonnes)



Key dry bulk imports (tonnes)



Trade

CASE STUDY

RETURN OF CEREAL AND GRAIN EXPORTS

Improved weather conditions resulted in a resurgence of containerised and bulk grain exports through the Port of Brisbane during FY21 after consecutive years of poor growing seasons due to the prolonged drought across many parts of eastern Australia. It was pleasing to see the return of the 'grain trains' bringing bulk grain to the Port from October, operated by Watco for GrainCorp.

Containerised exports reached 36,677 TEU, up 141% on FY20 volumes. Winter crop volumes were particularly strong with approximately 10,000 TEU of chickpeas exported (mostly to Bangladesh and Pakistan) and over 5,400 TEU of wheat exported to various Asian markets. Sorghum was the dominant summer crop with over 15,000 TEU exported throughout the year, with 82% exported to China.

Bulk cereal and grain exports reached over one million tonnes during the year for the first time since FY13. This was an encouraging result given bulk grain export volumes have been negligible in recent years due to ongoing drought conditions, with large consignments of domestic grain imported through the Port to meet feedlot demand. Wheat was the main bulk commodity exported with approximately 874,000 tonnes shipped. Over 77,000 tonnes of bulk chickpeas and over 66,000 tonnes of sorghum were also exported to global markets during the year.

With water storage levels in the Port of Brisbane's trade catchment areas improving (including south west Queensland and northern NSW), it is anticipated that recent trends for both containerised and bulk grain exports are likely to continue over the short-to-medium term.





Overall tonnage

29.3 million tonnes
of trade

down 6.6%



Total containers

1.495 million
TEUs

an increase of 14.7% (includes
empties and transhipments)



Total exports (full)

319,029 TEUs

a decrease of 5.8%



Total imports (full)

668,755 TEUs

an increase of 17.2%

Supply chain efficiency and port access

Proactive management of road, rail, channel and infrastructure assets is central to optimising port access and port stakeholder supply chains. It enables us to provide high quality infrastructure for our customers, attract new cargo from contestable areas, and ensures the Port and our customers can respond to emerging global trends such as accommodating larger vessels and larger heavy vehicles.

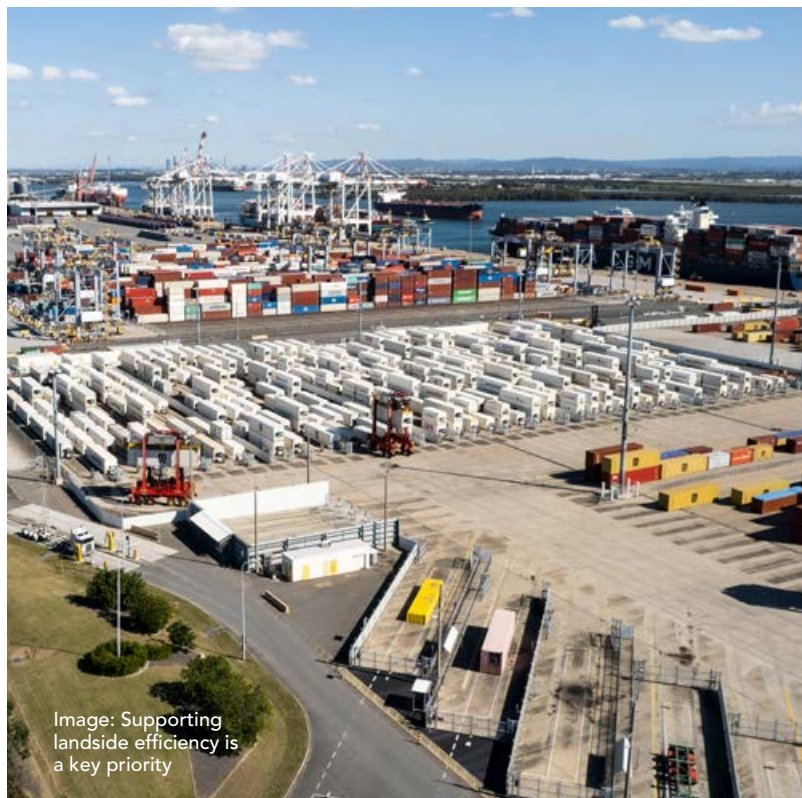
Over the last five years, we have delivered major road connectivity improvements through the \$110 million Port Drive Upgrade road project and continue to work with stakeholders to understand the opportunities and impacts of emerging trends on the Port, such as longer heavy vehicles and autonomous vehicles.

We are progressively developing the 224 ha Future Port Expansion (FPE) area to manage shipping channel maintenance dredging material while bringing on new port land. It will provide significant additional capacity over the long-term to support projected trade growth and meet market demand.

We have also enhanced marine access through our world-leading technology NCOS Online (Nonlinear Channel Optimisation Simulator) in 2017 and the construction of a second swing basin in 2018. Together, these improvements continue to add value to our customers and the supply chain through capacity, productivity and efficiency benefits.

However, the underutilisation of freight rail continues to present a significant challenge to the Port and our customers as well as the broader South East Queensland community in terms of its liveability and environmental impacts. In FY21, 1.7% of containers moved through the Port on rail – a further decline on the previous years (approximately 2% in FY20 and approximately 2.2% in FY19) and well below global standards of around 20-30%.

Development and long-term performance of our assets is critical to the economic functioning of the Port. As Port Manager, we are responsible for the development and maintenance of major port assets including roads, wharf infrastructure, and water and sewerage services. Like PBPL, our customers rely on high quality asset performance to operate their businesses.



LANDSIDE

DEDICATED FREIGHT RAIL CONNECTION TO THE PORT OF BRISBANE

Freight rail at risk

Enabling increased modal balance by facilitating improved rail access to the Port of Brisbane is a key strategic driver for PBPL. As container volumes continue to grow (forecast to reach 4.8 million TEUs by 2048), the current road/rail modal share is unsustainable for industry and the community.

If rail access remains unaddressed, in the future millions of containers will be transported by road, impacting the environment, community and Queensland's economy.

Securing improved rail access is becoming increasingly critical as the rollout of the Inland Rail project in New South Wales continues to threaten Queensland's competitiveness in the national freight and logistics industry. While over \$1 billion worth of construction has been completed in NSW, works are yet to commence in Queensland.

While the complexity of the project, as well as the Federal Government's decision to engage the private sector to fund and build the Queensland section, has led to this delay, it is compounded by community

and political opposition to the project along several proposed sections of the identified corridor. And, although funding for a Port (of Brisbane) Rail Access Business Case was allocated nearly two years ago, little has been done to further that work.

Continued advocacy

Together with industry PBPL has, for many years now, advocated at all levels of government to directly connect Port of Brisbane to the Inland Rail project.

We have publicly supported the commitment of the State and Federal Governments to the Business Case, however we urge both levels of Government to accelerate this process immediately. Lack of construction activity in Queensland and a lack of urgency to plan for the 'last mile' into the Port of Brisbane only leads to further uncertainty for all stakeholders.

In our view, a dedicated freight rail connection between Inland Rail and the Port of Brisbane will deliver extraordinary benefits to Queenslanders for decades. Modelling by Deloitte Access Economics has shown that a globally competitive rail modal share of 30% in 2035 could result in 2.4 million less truck movements on local roads and deliver \$820 million annually in economic and community benefits.

BOOSTING ROAD EFFICIENCY

Like container vessels, container trucks are also growing in size as transport operators seek efficiencies by transporting more containers per vehicle. As Manager for port roads, we continue to work closely with our customers, transport operators and road authorities to understand their future operational requirements and improve efficiencies where it is safe and practical to do so. We are responsible for managing truck access to the Port's road network, especially for vehicles requiring permits, which are issued by the National Heavy Vehicle Regulator.

We continue to review and assess the Port's road network — with a particular focus on Fisherman Islands and Port Gate — to ensure it continues to meet the needs of our customers. We also engage with our key stakeholders on road efficiency issues, including through our quarterly Landside Logistics Forum, which provides a forum for stakeholders to discuss challenges, emerging issues, and other opportunities to work together.

More trucks with larger payloads

Traffic surveys conducted at the Port provide valuable information about the types and volumes of cars and heavy vehicles accessing port roads and is used to inform long-term road planning.

The latest survey conducted in June 2021 showed that while overall numbers of vehicles accessing the Port remains similar, trucks now represent 55% of all vehicles, up from 51% in June 2019.

The data also shows a significant increase in the use of 30-metre, 4-TEU A-Doubles over the same time, which increased from 10.9% of all container trucks in 2019 to 14.7% in 2021.

Efficiency gains for OSOM operators

PBPL has worked with the relevant authorities and stakeholders to implement two new initiatives for over size, over mass (OSOM) loads on port roads that will improve efficiency for operators.

In June 2021, following a detailed assessment of our road network, we issued revised and updated pre-approvals for OSOM vehicles to access port roads. OSOM vehicles which meet pre-approval criteria are provided automatic consent from PBPL to be issued with permits to access port roads. This removes the requirement for PBPL to consent to individual loads and will allow permits to be issued more quickly. The new pre-approvals increased the width of loads from 5.5 metres to 6.5 metres for some roads on Fisherman Island, but decreased load widths on other roads, to improve safety for all road users.

In June, PBPL developed a Traffic Guidance Scheme (TGS) template which was approved by the Queensland Police Service. It allows traffic controllers to be used for traffic management instead of a police escort for OSOM vehicles up to 40 metres long to travel across Port Drive, between AAT and the BMT. The TGS is available for any operator to use and avoids one being generated specially for a particular load. The first load to use the TGS was a 250-tonne transformer, successfully transported from AAT to the BMT in June 2021.

And for longer, larger trucks

Following the completion of a long truck trial in May 2021, PBPL has agreed to consent to permit allowing 42-metre, 6-TEU port container vehicles (PCVs) to operate on a defined route on Fisherman Islands. Signage will be installed to advise all motorists of the presence of 42-metre-long vehicles on Fisherman Island.

CONNECTIVITY

PBPL continues to plan for the future and has commenced a review of the current masterplan for connectivity on Fisherman Islands. With the progressive development of the Future Port Expansion (FPE) area, increases in container movements by road and the opportunities that technology and data analytics bring, we envisage smarter and more efficient movement of cargoes around Fisherman Island.

Supply chain efficiency and port access



Image: ANL Gippsland, an 8102 TEU capacity vessel at the Port

WATERSIDE

As the size of container vessels continue to grow worldwide, so too are the vessels seeking to call at the Port of Brisbane and we work closely with our customers and stakeholders to ensure Brisbane is not the limiting factor for trade on Australia's east coast. We continue to invest in infrastructure and technology to deliver on this commitment.

NCOS ONLINE

Welcoming larger vessels

NCOS Online is used to inform vessel scheduling for all container vessels with a LOA (length overall) of over 300 metres to the Port of Brisbane. The number of larger container vessels calling in Brisbane has grown consistently since the introduction of NCOS in 2017 as indicated in the table below.

Developed in partnership with Seaport OPX, NCOS Online provides a detailed seven-day forecast of a vessel's under keel clearances (UKC) and environmental conditions with a web interface, allowing for dynamic vessel scheduling. It also provides a greater level of accuracy of vessel behaviour for the Harbour Master (Maritime Safety Queensland).

Vessels with an LOA of over 300 metres

CALENDAR YEAR	VESSEL MOVEMENTS
2019	95
2020	224
2021*	132

* To 1 July 2021

Extending the technology

We continue to work with Seaport OPX to drive improvements in the NCOS Online technology itself and in June, we introduced an updated version that provides greater consistency of tidal windows. Over the last twelve months, four new modules have been approved and are currently being used by port customers including Vessel Swept Path, Vessel Loading, Detailed Wind and Air Ambience Monitoring modules; work continues to develop an Online Mooring Analysis module which requires approval and acceptance from stakeholders and regulators.

A new NCOS module is being developed in partnership with Seaport OPX and a South East Queensland water authority to model how sediment travels and deposits. Subject to acceptance and approval by stakeholders, the information will support more efficient maintenance dredging and potentially reduce overall dredging requirements by more accurately targeting areas of sediment deposition. The new module would be applicable in different marine environments including the Port's navigational channel, rivers, canals and marinas.

Vessel scheduling

Currently, between 85-90% of larger container vessels arrive at the Port within the scheduled tidal window.

While very high, we continue to engage with Seaport OPX and our customers to further improve scheduled berthing by identifying potential causes of vessel delays and developing solutions to minimise or mitigate them. We are also increasing communications with customers when unfavourable weather conditions are predicted that could impact vessel scheduling, to further assist their operations and planning.

INCREASED GRAIN WHARF CAPACITY

Completion of the Brisbane International Cruise Terminal has freed up capacity for customers at the Port's Grain Wharf, providing a permanent and dedicated new facility for cruise vessels that previously shared the agricultural berth. It is supporting increased utilisation and a more diverse cargo mix, with grain exports and cement imports both going across the wharf.

WHARF INFRASTRUCTURE IMPROVEMENTS

Works were completed on the cathodic protection upgrades for wharves 1 to 3, operated by AAT. Freyssinet Australia installed a sophisticated corrosion prevention system that will protect the embedded steel reinforcement of the concrete structure and extend the life of the wharves. The cathodic protection works on the Port's Coal Wharf were completed during the year and are now in the final stages of commissioning.

PLANNING FOR THE FUTURE

While ensuring we provide the world-class infrastructure needed to service the 8500+ TEU container vessels already calling in Brisbane, we continue to plan for the arrival of the 14,000 TEU class of container vessel.

During the year, we worked with key stakeholders to complete a simulation study to accommodate a 366 metre LOA container vessel in the Port's navigational channel. The study was successful and as a result, Port of Brisbane is now able to undertake a physical trial of this class of container vessel when an opportunity arises. We have also engaged Seaport OPX to complete an assessment of the Port's channel capacity, which will also inform future strategic planning in this area.

Brisbane International Cruise Terminal



This year, while cruising remains 'paused' in Australia due to COVID-19, we have worked to introduce key partners and stakeholders to the new facility through regular engagement and visits.

We have also continued to engage with our customers, industry stakeholders and government regarding the re-start of cruising in Queensland and believe the Brisbane International Cruise Terminal will play a vital role in the resumption of cruising in the state when it is safe to do so.

A formal familiarisation and induction program will be delivered closer to the terminal's opening for key stakeholders who will regularly visit or work at the facility.

Digital

CASE STUDY

TRAVEL AND TOURISM SHOWCASE

In June, we co-hosted an event with Carnival Australia to welcome over 250 of their travel industry partners from across South East Queensland and interstate to the Brisbane International Cruise Terminal.

We were pleased to facilitate this opportunity for Carnival Australia and its brands to connect directly with their customers after a highly disrupted year due to COVID-19. For PBPL, it was an important opportunity to showcase the new facility and increase awareness about the terminal's location and passenger experience.

Feedback about the facility was overwhelmingly positive, with many acknowledging the purpose-built terminal would provide an enhanced experience for cruise passengers. They also provided feedback about a desire for public transport connectivity and improvement of the condition of the roads in the local area, both of which are the responsibility of state and local governments.

A post-event survey found:



87%

felt the BICT would make cruise tourism more attractive to their customers



97%

noticed the directional signage installed by PBPL during their drive



90%

had some knowledge of the terminal's location prior to their visit

Over recent years, we have embarked on our organisation's digital transformation to help us deliver on our 2030 goal of being a leading, digitally enabled port. Our challenge is to ensure PBPL's people, technology and its digital position enables the business to take full advantage of our evolving digital world.

Strategic roadmap

Our Digital Business Strategic Roadmap provides a pathway for this transition and aims to add value by supporting PBPL's transformation to a collaborative, critical thinking and analytics-driven business focused on efficient supply chain enablement to drive economic prosperity for our customers and stakeholders.

Programs delivered this year have improved workforce mobility to support flexible work arrangements and improve customer service, streamlined and digitised business processes, and improved WiFi capability within the Port Office and PC1 building. In FY22, we will implement a new procurement process to provide greater financial controls and better supplier management.

We have continued to improve PBPL's cyber resilience by implementing improved email filtering to assist with prevention of Phishing attacks, conducted annual cyber penetration testing on our operations, and implemented network segmentation and secure onboarding for hardware devices. Further work associated with aligning to Australian Signals Directorate Essential 8 mitigation strategies will continue in FY22.

We are also focused on supporting a digitally capable workforce. In July, we conducted a baseline survey with employees to better understand their technology capabilities and remote working experiences during COVID-19. While 88% of employees felt their remote team worked effectively during the lockdown, the survey also identified areas for improvement including the need to further grow our employees' digital capabilities. A program aimed at improving our digital dexterity will commence next year.

Property

Port of Brisbane manages one of South East Queensland's largest industrial landholdings set across five distinct property precincts. The precincts support a diverse range of land uses including industrial, transport operations, marine infrastructure, retail/commercial and environmental buffers.

Development of port land is overseen by PBPL and guided by our long-term Master Plan and planning tools such as the *Brisbane Port Land Use Plan 2020* and *Technical Guidelines 2021*. Where practical, we seek to incorporate best practice sustainable design into all new projects.

We pride ourselves on delivering and managing sustainable, world-class infrastructure designed to meet the specific needs of our customers. Our customers are supported by a dedicated team of property, infrastructure, and sustainability experts from design through to delivery and ongoing management support. We take a long-term view to the partnerships created with our customers and tenants and work closely with them to ensure facilities support their operations now, and into the future.

Port West Stage 2

Our Port West Industrial Estate at Lytton has experienced another year of growth, with a significant amount of new development activity delivered during the year. Today, eight global and national port-related businesses call it home, cementing its position as South East Queensland's premier industrial estate.

With the first stage of the 89 ha estate fast approaching capacity, planning and ground improvement works are continuing for Stage 2 – 31 ha of land adjoining the existing estate.

Works were undertaken on 9.5 ha during the year to improve the land for future development. We are targeting completion of estate master planning and approvals during 2021, which will allow the first sections of new land to become available to the market from mid-2022.

Brisbane Port Land Use Plan 2020 review

The *Port of Brisbane Land Use Plan (LUP) 2020* was reviewed and updated during the year following community and stakeholder input, Brisbane City Council's review and approval by the State Government. The LUP applies to all Brisbane core port land, including new areas procured by PBPL as part of the development of the Brisbane International Cruise Terminal and the Port Drive Upgrade project.



Image: Port West Stage 2

The updated LUP includes PBPL's new Sustainable Development Code and an updated Strategic Plan which outlines key land uses, revised trade projections and anticipated future infrastructure requirements over a 20-year planning horizon. It also incorporates a 'Priority Infrastructure Interface Plan' designed to ensure that port infrastructure development correlates with road, rail, sewer, water, stormwater, electricity, and communications networks provided by external agencies.

The new LUP 2020 will enable PBPL to proactively and sustainably accommodate future port growth and continue to efficiently manage and assess development applications.

Wallace International

Wallace International, a locally-headquartered and full service international freight and landside logistics company, has signed a 10-year lease with PBPL for a 2.22 ha site within the Port West estate.

Construction commenced in July 2021 and is expected to be completed by the end of 2021. Built to Wallace International's specific requirements, it will comprise a 8,982 sqm warehouse, 1,000 sqm office space, 73 car parking bays, sunken docks and a dock office. The development will also include sustainable design elements such as LED lighting, irrigated landscaping, water tanks and a 100 kW solar system.

With the company outgrowing its existing premises, proximity to the Port's terminal and wharves will support continued growth while enabling Wallace International to provide economical personalised services to its clients.

TNS Logistics

Family-owned and operated integrated logistics provider, TNS Logistics, is bringing its ports logistics and supply chain management expertise to the Port of Brisbane after signing a 10-year lease agreement for a 1.56 ha site within the Port Gate Estate.

Announced in April, the development will include a new 2,000 sqm warehouse plus corporate office; a wash bay and 7,617 sqm dedicated hardstand; truck and trailer storage and onsite staff car parking. It will also utilise an existing 1,075 sqm warehouse to meet TNS Logistics' specific requirements.

Construction is expected to commence by mid-2021 and be complete before the end of the year.

Team Transport & Logistics

In May, we celebrated delivery of a new facility in our Port West estate for one of Queensland's largest privately owned transport companies, Team Transport & Logistics.

Team Transport & Logistics signed a 10-year lease deal for a 1.22 ha site, which comprises a 2,000 sqm warehouse; 630 sqm of awnings and 225 sqm of office space as well as 4,430 sqm of dedicated hardstand and a 354 sqm wash bay area. The facility includes sustainable design elements such as LED lighting, rainwater tanks, and a 100 kW solar power system and has contributed to the continuation of our offsite stormwater management program.



Image: We welcomed Team Transport & Logistics to Port West in May

Activation of the Port's broader property portfolio has transformed several of our precincts since 2016.



Approximately
\$120m
in new capital
expenditure



126ha
of land take-up, including
19 new customers and 8 customers
expanded their operations



89,000m²
new and expanded
warehouse space

Planet



Port of Brisbane operates in a sensitive natural environment, located immediately adjacent to Ramsar wetlands and the Moreton Bay Marine Park. Our internationally-accredited Environmental Management System ensures we minimise port impacts while protecting and enhancing the surrounding environment.

We're proud of our leading environmental innovation and our partnerships with customers, stakeholders and the community.





PROGRESS TOWARDS OUR 2030 GOALS

Focus Area	2030 Goal	FY21 Progress
AIR QUALITY <p>We have a responsibility to ensure our operations do not significantly negatively impact local and regional air quality. We proactively monitor and manage our air quality, working with partners including government and academia, and publish real time air quality monitoring data on our website.</p>	No National Environmental Protection Measures (NEPM) exceedances	<ul style="list-style-type: none"> 1 exceedance of PM2.5 guideline level (due to regional air quality issue)
ENERGY EFFICIENCY <p>Reducing our emissions requires effective management of energy use and a transition to clean energy sources. It requires significant investment in infrastructure that is focused on low-carbon smart energy systems.</p>	Net zero emissions (Scope 1 & 2)	<ul style="list-style-type: none"> 6,680 tCO₂e Scope 1 emissions – although a 29% reduction on FY20, this was due to the TSHD Brisbane having reduced operational hours due to COVID-19. Operational hours are anticipated to increase in FY22 3,483 tCO₂e Scope 2 emissions 5,576 GJ renewable energy generated
CLIMATE CHANGE RESILIENCE <p>As a coastal asset, we must ensure the Port is resilient to the impacts of climate change in our planning and development.</p>	Minimise our climate risk and increase our adaptive capacity	<ul style="list-style-type: none"> Undertook a climate change workshop with the PBPL Board to discuss identified risks and outline future management plans Published PBPL's first Climate Disclosure Report in line with the Task Force on Climate Related Financial Disclosure (TCFD) recommendations (available on our website)
RESOURCE MANAGEMENT <p>PBPL has opportunities to reduce both waste generation and water use at a local level. Our Target Zero strategy has set aspirational goals to reduce our resource use.</p>	Zero waste to landfill and net positive water	<ul style="list-style-type: none"> 23.8 tonnes of waste to landfill Waste to landfill increased and overall recycling volumes decreased due to works undertaken at the Operations Base together with the <i>TSHD Brisbane</i> bringing more operational waste back to the Port due to its changed operational schedule (impacted by COVID-19) Water usage reduced to 1,171 kL, down from 1,589 kL in FY20. Overall water use decreased due to fewer vessel refits during the year
WATER QUALITY <p>The Brisbane River and Moreton Bay are valuable environmental and tourism assets to South East Queensland. Sediment and nutrients are the greatest influence on water quality and overall environmental health. We proactively monitor and manage water quality in the Brisbane River and Moreton Bay by undertaking real-time water quality monitoring, delivering innovative sediment reduction projects, and monitoring port operations.</p>	Influence the implementation of the offsite stormwater initiatives (25 km rehabilitated)	<ul style="list-style-type: none"> Works substantially progressed at Downfall Creek, Chermside, with the project to treat 1 km of stream bank Maintenance works undertaken at Laidley Creek to improve stream bank resilience across 1.7 km
BIODIVERSITY <p>We operate in a sensitive environmental area, with a number of threatened and endangered species frequenting port areas. Proactive management and monitoring ensures we preserve and enhance these important ecological values and minimise our impacts.</p>	Improve the quality of designated environmental areas across Port land supported by external assessment	<ul style="list-style-type: none"> Completed a baseline Biodiversity Assessment for port land which will inform future planning and conservation initiatives.

Resource management

Effective resource management has been a priority at PBPL for many years. It is key to reducing our overall impact footprint and is built around two key strategies – Target Zero and our Energy Transition Plan. Together these will help reduce our water, waste and energy use across our operations.

Introduced in 2017, our Board-endorsed Target Zero strategy seeks to achieve net zero emissions (Scope 1 and 2), zero PBPL waste to landfill and net positive water by 2030. It applies to our main operations and all PBPL-operated sites – Port Office, Brisbane Multimodal Terminal (BMT), *TSHD Brisbane*, the Operations Base and the Brisbane International Cruise Terminal.

WATER

Under Target Zero, our water reduction strategy commits us to using more rainwater and recycled water to reduce our reliance on potable water.

During the year, we worked with environmental consultants to determine opportunities for water reduction across our operations which included the reduction of potable water used during marine vessel refits. Additional opportunities for rainwater capture and use will also be investigated and actioned where feasible including vehicle and vessel washing and in construction activities.

This work is in addition to existing water-saving initiatives that are used across our operations including using saltwater for dust suppression on PBPL construction projects, installing smart water meters, collecting rainwater, and using greywater recycling at the Port Office.

This year, our water usage was 1,171 kL, down from 1,589 kL in FY20. The decrease was due to a general reduction in water use across PBPL sites due to COVID-19, coupled with less consumption at the Operations Base as a result of limited vessel refit work compared to previous years.

WASTE

PBPL is responsible for the waste generated through our activities and operations at our sites, including onboard the *TSHD Brisbane*. Our waste has been divided into general, organic, recycling, paper, cardboard and hazardous and regulated waste.

Through our Target Zero strategy and commitment to achieve zero waste to landfill by 2030, PBPL has implemented a Waste Management Plan which aligns with a waste hierarchy that promotes waste avoidance and identifies the most preferred method of waste management.



Image: Scrap metal recycling at the Operations Base boosted our overall recycling efforts

Total waste generated and recycled FY19–FY21

	METAL RECYCLED (TONNES)*	TO LANDFILL (TONNES)	HAZARDOUS WASTE (TONNES)	ORGANIC WASTE (TONNES)	COMMINGLED RECYCLING (TONNES)	% RECYCLED**
FY19	0.0	16.5	1.8	2.0	16.7	50%
FY20	47.5	18.1	4.6	2.2	17.4	72%
FY21	16.6	23.8	16.2	2.0	9.7	41%

Notes: *Scrap metal recycling program commenced FY20

**FY20 total waste recycled (72%) was high due to a site clean out of metal at the Operations Base.

We continue to work with our employees and contractors to improve our regulated waste, with a particular focus on improving waste separation and increasing recycling and reuse. Our annual waste audit showed that PBPL sites performed well with little contamination amongst the various waste streams, a major improvement from the last audit. Public provided bins performed poorly with evidence of cross-contamination and some bins in poor condition with overflowing rubbish.

A major program to upgrade and replace technology including servers, laptops, phones and other hardware resulted in approximately two tonnes of e-waste being diverted from landfill and recycled or reused where practical.

ENERGY TRANSITION AND EMISSIONS MANAGEMENT

Achieving our Target Zero strategy requires PBPL to embrace a proactive and ambitious approach to reducing our emissions.

Our Board-endorsed Energy Transition Plan provides a blueprint for PBPL to transition to renewable energy and less carbon intensive fuel sources which is critical in achieving our net zero emissions (Scope 1 and 2) target by 2030. The Plan identifies short and longer-term transition opportunities and sets out a Net Zero Emissions Pathway to ensure we are on track to achieving our emissions target.

As outlined within the Energy Transition Plan, we are committed to working within our own operations as well as with our supply chain to identify opportunities that enable emissions reductions. The plan identifies four key focus areas: solar, hydrogen, biofuels and batteries having the greatest opportunity and impact towards our 2030 target. These align with priority areas identified by the State Government's *Queensland Climate Transition Strategy* and the global *2015 Paris Agreement* and include PBPL-specific projects as well as partnership opportunities with government, our customers and other industry stakeholders.

We have commenced investigations and early work on initiatives associated with biofuels and hydrogen including trials with our customers. PBPL has committed to participating in the Queensland Hydrogen Industry Group (H2Q) working groups and will continue to work with relevant agencies and groups to advance trials at the Port.

Working with our customers, we have started to source data for Scope 3 emissions (emissions generated from indirect sources associated with our business). Data systems are being developed to capture information for future reporting and PBPL's Scope 3 emissions will be reported next year.

PBPL's Energy Future

ENERGY TRANSITION PLAN: ACHIEVE NET ZERO EMISSIONS (SCOPE 1 AND 2) BY 2030

REDUCE EMISSIONS TO NET ZERO BY 2030

Reduce the use of carbon intensive electricity and carbon intensive fuels.

REPLACE WITH NEW TECHNOLOGY INCLUDING RENEWABLES, ENERGY STORAGE AND ZERO EMISSION FUELS

Investigate opportunities in:

- renewable energy
- hydrogen
- biofuels
- batteries.

UNDERPINNED BY KEY PRIORITIES

- Emissions reductions across the port community
- Supporting local industry development, including research and development
- Industry, government and customer collaboration
- Investment in green infrastructure
- Trade benefits including diversification and potential new markets
- Economic benefits for PBPL and port customers, including reduction of some operating costs.

Resource management

Energy consumption by type (GJ)

ENERGY TYPE	FY19	FY20	FY21
Diesel	131,322	135,248	94,620*
Unleaded	212	179	134
Solar	794	1,399	5,576**
Electricity	15,068	15,262	15,482
TOTAL	147,396	152,088	115,812

* Reduction in diesel consumption is due to the TSHD Brisbane's reduced operational hours due to COVID-19-related impacts and reduced dredging undertaken for commercial clients.

** Solar data for the BICT is an estimate due to a fault with the data logger, which has been rectified.

GHG emissions by scope (tCO₂e)

ENERGY TYPE	FY19	FY20	FY21
Scope 1	9,194	9,466	6,680*
Scope 2	3,390	3,434	3,483
TOTAL	12,548	12,900	10,163

* The reduction in Scope 1 emissions is due to the TSHD Brisbane's reduced operational hours due to COVID-19-related impacts and reduced dredging undertaken for commercial clients.

CASE STUDY

VIRTUAL ENERGY NETWORK

Over recent years and as part of our transition towards a low carbon future at the Port, we have installed a total of 1,100 kW of rooftop solar on PBPL-managed buildings and assisted customers to install 300 kW of solar on new warehouse developments delivered by PBPL.

Further work has commenced to help transition PBPL from grid-supplied energy to locally produced renewable energy. The Virtual Energy Network (VEN) concept seeks to virtually distribute power generated from local solar installations to other local sites, 'netting' energy production against energy consumption.



Improved and increased recycling raised

\$4,667

for our 2021 Employee Charity, Friends with Dignity



16.6 tonnes

of scrap metal recycled by our Operations Base



15,000

containers recycled through Containers for Change



1,500

containers dropped off for recycling at Queensland ports by our TSHD Brisbane crew



Image: The 800 kW rooftop solar installation at the BICT is the largest undertaken by PBPL

Land management

B4C PARTNERSHIP

Since July 2013, we have partnered with Landcare and Bulimba Creek Catchment Coordinating Committee (B4C) to support land management programs on and surrounding core port land, providing over \$600,000 in funding for this work.

During our second 5-year partnership, PBPL has become a key funder of the Gibson Island Landcare project. Our investment supports the ongoing maintenance of the work to support its long-term viability, and which is typically overlooked and unbudgeted on these types of projects. This year, 408 native trees were planted at Gibson Island, taking the total planted to 6,793 since the project commenced in 2017.

Additional tree planting was completed at the lake along Lucinda Drive, including large shade trees and the installation of floating wetlands to treat high nutrients. The floating wetland has provided valuable waterbird habitat, with some waterbirds successfully nesting on the area. We are also trialling a floating roost in the Shorebird Roost, an area used by migratory shorebirds.



Images above: Tree planting with B4C at Gibson Island.
Right: PBPL and BCC are partnering to deliver the
Downfall Creek Restoration Project



Catchment management

PBPL works with partners to develop innovative catchment management solutions that aim to reduce sediment run-off into the Brisbane River and Moreton Bay, including the Port's navigational channel. This includes offsite programs of work up to 100 km beyond the 'port gate' as well as supporting science and research into catchment management and sediment pollution more broadly.

CASE STUDY

OFFSITE STORMWATER TREATMENT PARTNERSHIPS

The Offsite Stormwater Treatment Program seeks to treat sediment run-off at the 'source' by rehabilitating degraded creek and riverbeds.

Working with Brisbane City Council (BCC), we are rehabilitating sections of Downfall Creek in 7th Brigade Park, Chermside (north Brisbane). Significant planting in the creek area and across the adjacent flood plain has also been completed, with all works and stakeholder engagement delivered by Council. Once it is completed, the project aims to significantly reduce the amount of sediment moving downstream into Moreton Bay each year, while also improving water quality and instream habitat as well as improving the natural visual amenity for the community. PBPL is investing \$840,000 to fund the project with the works being delivered by BCC.

We have previously worked with Healthy Land and Water and Mulgowie Farming Company to rehabilitate a 1.7 km stretch of degraded riverbank along Laidley Creek in the Lockyer Valley. In FY22, our business plan anticipates us undertaking a further stage of work in Laidley Creek along a 650m stretch of degraded stream bank.

CATCHMENT MANAGEMENT ASSESSMENT TOOL

PBPL is a key partner in the Australian Rivers Institute (Griffith University) Building Catchment Resilient Project which seeks to make catchment areas more resilient to extreme weather events and environmental changes.

The project will develop an interactive catchment management tool, based on our Laidley Creek

project, which will assist decision makers to identify key areas of sediment and nutrient discharge to Laidley Creek, preferred treatment options and a cost-benefit analysis. It also includes a visualisation tool to provide an interactive fly-through model of the catchment. This tool will form part of the assessment for future offsite projects delivered by PBPL.

SEDIMENT POLLUTION RESEARCH

PBPL and the University of Queensland recently partnered to research the impacts of organochlorine pesticides (OCPs, including DDT) within marine sediments in Brisbane River and Moreton Bay. The research aimed to determine whether the historical use of OCP's within the horticultural industry were continuing to have long-term impacts on sediments and subsequently the natural environment.

The study examined sediment monitoring data from 2001 to present day, which included major flood events in 2011 and 2013 across the Brisbane River catchment.

While confirming the lasting long-term presence of DDT in sediment, a key finding was that the offsite stormwater approach of rehabilitating channel networks in catchments where intensive horticulture occurs would have the twin benefits of reducing downstream sediment deposition while also reducing the pesticide loading in the areas where sediment is deposited.

This body of work continues to support the growing evidence that the offsite stormwater approach developed by PBPL and its project partners represents an innovative approach to addressing long-term maintenance dredging requirements impacted by upstream sediment run-off while delivering sustainable environmental outcomes for regional water catchment systems through the rehabilitation of degraded creeks.

Climate change

We recognise that climate change has the potential to impact and create many challenges to port operations in both the short and long-term.

As Port Manager, PBPL takes a proactive approach to managing and mitigating climate change risks, enabling us to improve our adaptive capacity and make informed decisions. We support global action to mitigate climate change impacts and the transition to a lower-carbon future through committing to net zero emissions (Scope 1 and 2) by 2030.

As a coastal asset our infrastructure, operations, and activities are susceptible to climate change impacts. We recognise that climate change has the potential to impact the way in which we operate the Port in the short-term and into the future. We must ensure that our climate-related risks are appropriately identified, managed, and mitigated.

This year PBPL has published its first Climate Change Disclosure Report using recommendations from the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD). The internationally recognised TCFD recommendations are a global framework that enables companies across all sectors to assess the potential risks and opportunities from climate change and encourages transparent and consistent climate reporting.

Previously, PBPL has undertaken risk assessments of the physical and transitional impacts that climate change may have on the Port of Brisbane and our operations in line with the TCFD recommendations.

We undertook a scenario analysis to identify physical and transition risks that may have both short and long-term impacts on our assets and operations. We took a holistic approach to understand the potential climate impacts, risks, opportunities and build resilience for our business activities and operations as well as our Port customers.

The impacts of climate change were considered within the local context using local modelling predictions. Emission scenarios were used to assess both chronic (long-term shifts in climate patterns) and acute (event-driven) physical risks to the Port of Brisbane and to understand the transition risks to PBPL and our customers. The emission scenarios used for our assessment were:

- RCP 8.5 (high emissions scenario)
- RCP 4.5 (medium emissions scenario)
- RCP 2.6 (low emissions scenario).

The diagram opposite outlines the key assumptions for each scenario.

TRANSITION RISKS – risks resulting from policy, market, legal, reputation, technology, and changes due to transitioning to a low carbon economy.

PHYSICAL RISKS – risks resulting from extreme weather events (storms, floods, droughts etc.) or longer-term shifts in climate patterns (sea level rise, temperature rise etc.).



LOCAL SCENARIO SUMMARY – KEY ASSUMPTIONS

RCP 8.5 (2090) HIGH EMISSIONS SCENARIO

This scenario represents a 'business as usual' approach to emissions management with no changes made.

The emissions under this predicted future continue to increase with no international climate policy or support shown. There will be no behavioural or policy changes made to reduce emissions and no uptake of low-carbon solutions.

The physical parameters include:

- 3.9°C temperature increase
- 0.88m sea level rise
- large increase in severe weather events

RCP 4.5 (2090) MEDIUM EMISSIONS SCENARIO

This scenario represents a slight effort to reduce emissions. Emissions continue to rise but less rapidly. Reduction strategies and policies have been implemented but have not been implemented at a large scale.

The physical parameters include:

- 1.9°C temperature increase
- 0.48m sea level rise
- moderate increase in severe weather events

RCP 2.6 (2090) LOW EMISSIONS SCENARIO

This scenario reflects significant efforts to reduce emissions. Supportive national and international policies have been implemented and emissions levels are decreasing. Decarbonisation solutions have been implemented with market and policy support.

The physical parameters include:

- 1°C temperature increase
- 0.23m sea level rise
- low increase in severe weather events

Climate change

An organisation's climate-related risks can be both physical or transitional and can manifest in both short and long-term timeframes.

The RCP 2.6 (low emissions) and RCP 4.5 (medium emissions) scenarios did not identify any physical risks to Port of Brisbane infrastructure. This is predominately due to the historic planning and development (which included climate change projections) at the Port of Brisbane.

The following potential physical risks to Port of Brisbane infrastructure (refer table below) were only identified under the high emissions scenario modelling (RCP 8.5 scenario) when combined with a 1-in-100 year event, Highest Astronomical Tide (HAT) at a 2090 timescale.

Potential physical risks based on the RCP 8.5 (high emissions) scenario analysis (2090)

CLIMATE RISK	POTENTIAL IMPACT	MITIGATION RESPONSE	OPERATIONS/ ASSETS DISRUPTION
Sea level rise	<ul style="list-style-type: none"> Certain wharves (wharves 1-5, coal grain and general-purpose berth) will have a short window of minor inundation (levels of up to 25cm on most wharves) Access roads will have short periods of inundation (<24 hours) Increased wave energy damages internal bunds within the Future Port Expansion (FPE) area which could result in sediment loss Loss of environmental assets (mangroves, seagrass, and shorebird habitat) Damage to utilities (electricity, water, sewerage) 	<ul style="list-style-type: none"> An ability to increase infrastructure height of affected areas when asset life is concluded (wharves have a traditional asset life of approximately 50 years) Regular inspections of the FPE outer rock wall. Undertake maintenance repairs and raise the wall height where necessary Inspect, clean, and rectify wharf equipment post-event 	<ul style="list-style-type: none"> Temporary port closures Damage to utilities (electricity, sewerage, water)
Temperature increase	<ul style="list-style-type: none"> Port is subject to increased energy demand spikes causing transmission lines to become overloaded Increase in heat waves could result in potential safety compromises and/or lower productivity Heat stress damage to rail, road, and wharf infrastructure 	<ul style="list-style-type: none"> Rail network designed to withstand temperatures up to 38 degrees. Above 38 degrees, max speed is reduced to 80 km/hr. Rail network speeds reduced during periods of increased temperature (in line with Queensland Rail standards). Temperature range for Port of Brisbane roads is approximately 52 degrees under heavy loading Crane rails expand and contract at the same rate as the wharf concrete deck which are designed to 48 degrees 	<ul style="list-style-type: none"> Reduced energy capacity – transmission lines become overloaded Lower productivity
Severe weather events	<ul style="list-style-type: none"> Sedimentation and debris obstruction in shipping channel and swing basins from a flood (closure for up to 5 days depending on the size of the event) Shipping interruptions during the event (up to 48–60 hours) Damage to vessels and port infrastructure (bollards and fenders) Damage to buildings and infrastructure 	<ul style="list-style-type: none"> Capability to survey under water infrastructure Dredge capability to remove debris and sediment from the shipping channel Support existing Maritime Safety Queensland procedures to order shipping offshore during severe weather events NCOS Online functionality for under keel clearance Structural elements within buildings are designed for wind speeds up to than 57m/s (200 km/hr) in accordance with AS1170. 	<ul style="list-style-type: none"> Increased port closures Increased dredging requirements

The transitional risk assessment identified the potential transition risks to PBPL's operations under the RCP 4.5 (medium emissions) and RCP 8.5 (high emissions) scenario analysis.

The transition risks identified below represent minimal exposure for the Port's day-to-day operations. However, as climate-related impacts occur across the broader industry, the Port may be exposed to risks associated with our

customers (tenant rental risk) and/or cargo volume risks. We will continue to engage with our customers/tenants and the broader industry to reduce this exposure and minimise risks to our operations.

Transition risks that have the potential to impact the Port of Brisbane's business performance are outlined in the table below.

Potential transition risks identified based on the RCP 4.5 and 8.5 (medium and high emissions) scenario analysis

TRANSITION RISK	POTENTIAL IMPACT	MITIGATION RESPONSE
Market	<ul style="list-style-type: none"> Port of Brisbane is linked to carbon intensive sectors (such as mining, transportation, shipping etc.) and trades a small number of commodities linked to fossil fuels, which will be at risk from the decarbonisation transition 	<ul style="list-style-type: none"> Our Sustainability Strategy considers decarbonisation risks and the imperative to manage these appropriately
Reputational	<ul style="list-style-type: none"> Potential for increased stakeholder scrutiny and/or activism linked to the trade of carbon intensive commodities through the port Impact competitive advantage due to inability to attract customers as a result of negative stakeholder perceptions Increased difficulty to obtain environmental permits and approvals 	<ul style="list-style-type: none"> We will continue to engage closely with customers and stakeholders to understand potential concerns and to respond to these appropriately
Financial	<ul style="list-style-type: none"> Revenue loss due to decarbonisation and transition away from carbon intensive commodities Revenue loss on agricultural commodities due to physical risks (i.e. temperature risk and drought) Difficulty to attract investment due to ties with carbon intensive commodities and industries 	<ul style="list-style-type: none"> We will continue to focus on identifying new commodities and revenue streams and working with customers to identify low carbon commodities Continue to demonstrate our commitment to sustainability and be considered a responsible investment by our securityholders and a responsible business by our customers, government and community
Technology	<ul style="list-style-type: none"> Significant technological and innovative solutions required Increased energy costs Regulatory/investor pressure to reduce emissions Energy security risks 	<ul style="list-style-type: none"> Ongoing monitoring of developments associated with global energy transition and the risks and opportunities it presents to PBPL Our Energy Transition Plan provides a roadmap to transition to zero emission energy technologies across our operations, which includes partnering with customers to identify alternative fuel and energy solutions
Policy and Legal	<ul style="list-style-type: none"> Uncertainty regarding energy and climate policies Increased regulatory pressure 	<ul style="list-style-type: none"> Continue to demonstrate our commitment to sustainability and be considered a responsible investment by our securityholders and a responsible business by our customers, government and community

Disclosing PBPL's climate-related risks using the TCFD recommendations enables us to make more informed decisions regarding the management and future development of the Port which increases our resilience. Our Climate Change Disclosure Report is available on our website.

Biodiversity and habitat management

ENVIRONMENTAL MONITORING

Port of Brisbane is located in sensitive environmental surrounds, immediately adjacent to the Moreton Bay Marine Park and close to internationally important Ramsar wetlands.

We manage and assess our impacts through an extensive environmental monitoring program which goes well beyond compliance requirements. Monitoring outcomes inform port development and operations, and are shared with research organisations, community groups and the public via our website.



20 environmental monitoring programs
15 of which are voluntary

Environmental monitoring programs

PROGRAM	KEY OUTCOMES FY21
Migratory shorebirds	Wader numbers have remained broadly consistent and the Port continues to be an internationally important roosting area in Moreton Bay. There is evidence of long-term decline in some species, however this is thought to be a global issue. PBPL also participated in the Healthy Land and Water Moreton Bay Migratory Shorebirds project, commissioned by the Commonwealth Government.
Seagrass health	Seagrass remains in good condition at Fisherman Islands and continues to meet water quality objectives though areas of decline were identified. These seagrass meadows continue to represent a critical ecosystem in the western Moreton Bay Region.
Mangrove health	There has been a decline in mangrove health condition indicators in the past 12 months, consistent across both test and control sites and is likely the result of dry, hot conditions experienced over the summer period. High-resolution satellite imagery, together with targeted field surveys, demonstrate a robust means of tracking mangrove health at the Port.
Coral health	Coral cover remained relatively stable at all sites across the monitoring period. There were minor decreases at some sites offset by increases in coverage at other sites. Coral bleaching was recorded across most sites and coral damage and marine debris continue to be an ongoing issue.
Reclamation area	Not undertaken due to no material being placed in the FPE area.
Nest boxes	36.79% of nest boxes had native species present and 49.0% of nest boxes indicated usage by native species. A number of damaged nest boxes were replaced during the year.
Sediment sampling and analysis	All dredged material determined as suitable for ocean placement (in accordance with permit conditions).
Weeds	Weed species remain stable across the Port and results are consistent with previous surveys. Rehabilitation work has occurred at Port West and weed reduction has been observed. No targeted national priority pest plants listed by the Commonwealth Department of Agriculture and Water Resources have been recorded within or directly adjacent to PBPL land.
Air quality	Most readings were within <i>National Environment Protection Measure</i> guidelines. A single PM2.5 exceedance was recorded on 15 November 2020 at one site. This was found to be a result of regional air quality issues at the time.
Potable water	Within <i>Australian Drinking Water Quality Guidelines</i> – no exceedances.

Image: Water quality monitoring at the Port



BIOSECURITY

Our stakeholders continue to rank biosecurity as a top environmental priority at the Port of Brisbane, due to the risk of introduction of pest species through the Port. In partnership with government authorities, we conduct regular terrestrial and marine pest monitoring and surveillance activities within port limits.

We have participated in the Queensland Government's Q-Seas program since 2019, which provides a marine biosecurity surveillance tool within each of Queensland's port environments. Two sampling events were completed during the year, with results expected by the end of 2021.

In March, a Red Imported Fire Ant incursion was detected by the Commonwealth Department of Agriculture, Water and the Environment on Fisherman Islands. Fire ant response continues to be managed by Queensland Department of Agriculture and Fisheries and supported by PBPL, with ongoing inspections and an eradication program in place.

Partnerships



At PBPL, partnerships are the cornerstone of our business. Our relationships with customers, government, the community, and industry enable our business to grow, support the growth of our customers, and deliver beneficial outcomes for the broader economy and community.





PROGRESS TOWARDS OUR 2030 GOALS

Focus Area	2030 Goal	FY21 Progress
1. CUSTOMER PARTNERSHIPS <p>Our customers are key to the successful growth and performance of our business. Through investment and strategic initiatives, we support their growth and expansion, invest to improve the supply chain, and continue to partner with them on improving their cost of doing business.</p>	90% customer satisfaction rating from Annual Pulse Survey	<ul style="list-style-type: none"> 74.4% of customers and stakeholders rated their overall satisfaction with PBPL as 'Good' or 'Very Good' in our 2020 Annual Pulse Check Survey 87.2% of all respondents felt that PBPL does the right thing by its customers and stakeholders
2. COMMUNITY PARTNERSHIPS <p>We operate in a vibrant local and regional community with a strong involvement and interest in our operations. We actively support the communities in which we operate and, as custodians of the Port, understand that we have a great responsibility to work in partnership with them and maintain their trust.</p>	90% customer satisfaction rating from Annual Pulse Survey	<ul style="list-style-type: none"> 99% of community stakeholders rated their overall satisfaction with PBPL as 'Good' or 'Very Good' in our 2020 Annual Pulse Check Survey 88.4% of all respondents 'Agreed' or 'Strongly Agreed' that PBPL is performing well in its support for community initiatives
3. RESEARCH AND INDUSTRY PARTNERSHIPS <p>We work closely with government, industry bodies and associations and academia to seek and achieve mutually beneficial outcomes. This allows our business to have a competitive advantage whilst driving innovation and success that benefits the Port and our stakeholders.</p>	Support 20% new research and industry partnerships that add value to our business	<ul style="list-style-type: none"> We commenced two new major industry and research partnerships. We're partnering with Brisbane City Council and the South East Queensland Council of Mayors on the Downfall Creek Restoration Project in Chermside, north Brisbane. In May we commenced a new partnership with Griffith University and other stakeholders to undertake a research program to assess the impacts of maritime disturbance on migrating humpback whales
4. ENGAGEMENT AND EDUCATION <p>We actively seek to increase awareness and understanding about the Port's operations and projects through a range of education and communication initiatives including media and social media, our website, Port Tours and our Visitors Centre. While COVID-19 has significantly impacted our ability to engage in-person, we have sought to increase engagement through our digital channels.</p>	5% year-on-year increase in PBPL engagements with educational institutions	<ul style="list-style-type: none"> 10 groups visited (total 300 students) through the Moreton Bay Environmental Education Centre (MBEEC) We continued to support long-term environmental education partners, Tangalooma EcoMarines and the MBEEC, who help PBPL connect with local schools and students There was an overall decline in community visitors and educational engagements this year due to ongoing COVID-19 restrictions, which includes the ongoing pause of Port Tours and temporary closure of the Visitors Centre as well as COVID-19-related restrictions associated with school group visits

Working with our customers and industry

Pulse Check Survey

Every year, our stakeholders are invited to provide feedback on PBPL as part of our Annual Pulse Check Survey including customers, environment and community organisations, industry, and government. Feedback received helps us to continuously improve and deliver for our stakeholders. We also contribute \$50 to our Employee Charity for every completed survey.

This year, we significantly increased the number of stakeholders invited to participate to include a wider cross-section of the port community. While the overall participation rate decreased this year due to more stakeholders invited to participate, the overall number of responses received remains consistent with last year and in line with industry norms of 10 - 15% response rate for this type of survey.

Our stakeholders provided feedback on their experiences working with PBPL as well as our projects, operations, and future plans; overall responses were largely consistent over the three years. We also sought to better understand their experiences during the COVID-19 pandemic.

Through qualitative feedback, our stakeholders recognised and supported the importance of directly connecting the Port to the Inland Rail project via dedicated freight rail and want to be kept up-to-date with progress in this area. Similarly, they acknowledged the role of the Brisbane International Cruise Terminal in supporting regional tourism. Their responses enabled PBPL to identify strategic and operational actions and opportunities that we continue to investigate and respond to as required.

Stakeholders continue to report a high level of support for PBPL's future plans across six key areas, as outlined in the table at right.



Image: PBPL toured Russell Mineral Equipment's facilities in December

Survey outcomes

SURVEY OUTCOMES	2018	2019	2020
Stakeholders invited to participate	540	632	1,649
Respondents (response rate)	201 (37.2%)	164 (25.9%)	173 (10.4%)
Funds raised for PBPL's Employee Charity	\$10,050 Drought Angels	\$8,200 Drought Angels	\$8,650 Friends with Dignity

Levels of stakeholder support for future plans

FUTURE PLANS*	2018	2019	2020
Efficient and effective supply chains	78.8%	83.3%	80.8%
Enabling and protecting transport networks	76.5%	77.9%	82.1%
Infrastructure delivery and asset management	81.3%	83.0%	82.0%
Innovation and technology	78.3%	77.9%	77.4%
Port efficiency	81.8%	84.0%	79.5%
Trade growth and diversity	77.4%	79.3%	80.2%

*Table shows the combined 'Very good / Good' responses.

Customer engagement

We regularly engage with customers on matters specific to their business and on issues of importance to the broader port community. We seek to deliver value-adding engagement opportunities such as our Trade and Safety 1 Forums as well as events to celebrate important national initiatives such as International Women's Day and National Reconciliation Week – these form an important part of our port community engagement efforts.

Ongoing COVID-19 restrictions and related uncertainty meant some events were modified or moved online which impacted our ability to engage as widely as previous years. However, post-event anecdotal feedback from customers suggests these events continue to be highly valued and we will continue our engagement efforts in FY22.

Regional engagement

In December, our CEO and members of our Executive and Trade teams headed west to meet with stakeholders and supply chain partners across the Darling Downs and South West Queensland. The three day visit included a tour of the Toowoomba-based Russell Mineral Equipment as well as sponsoring the Goondiwindi Bush to Port Race Day and Community Fireworks event.

Partnering with industry

One of our key priorities is to advocate and raise awareness of supply chain challenges and other issues important to our customers and stakeholders. We seek to do this through industry associations, forums and working groups, by making formal submissions to government, and other engagement activities.

We also continue to work with our industry partners through PBPL consultative groups that meet regularly to address key issues, share learnings and provide feedback to us. This includes our Landside Logistics Forum, Health & Safety Leaders Forum and the Port Security Liaison Group.

Image: PBPL has been a long-time supporter of the Goondiwindi Race Day and Community Fireworks



Community partnerships

Community Grants

Every year, our Community Grant Program provides a vital funding boost for local and regional communities within our areas of operation. A total of \$100,000 in funding is available, with eligible organisations able to apply for up to \$15,000. This year, we've worked with our community partners to identify volunteering opportunities for our employees within their organisations, enabling us to continue to 'give back' to those who deliver such valuable services to the community.

AUSTRALIAN VOLUNTEER COAST GUARD BRISBANE

Supporting a vessel and base station modernisation program, providing new electronic technology for its rescue fleet

BRISBANE BAYSIDE STATE COLLEGE

Providing access to 3D printing technology across science, technology, engineering and maths disciplines

COMMUNITY SPORTS COACHING AND MENTORING

Supporting young Aboriginal and Torres Strait Islander people with mentoring and support programs to improve educational and employment opportunities

VOLUNTEER MARINE RESCUE BRISBANE

Providing materials for its engine maintenance program

FOODBANK QUEENSLAND

Recruiting and screening volunteers

RURAL AID

Providing a mental health and wellbeing program to support primary producers and their families affected by drought, fire, flood or COVID-19 in Southern Queensland

POINT LOOKOUT SURF LIFE SAVING CLUB

Supporting the upgrade of the club's beach equipment shed which houses lifesaving and training equipment for the Nipper programs

OCEAN CRUSADERS

Supporting the removal of debris from the mangrove area between Luggage and Juno Points

STANDBYU FOUNDATION

Funding safety watches for women and children vulnerable to domestic violence. The watches are programmed with each wearer's safety plan, which can be activated in their time of need

SUITED TO SUCCESS

Providing access to resources to help overcome barriers to employment



Image: PBPL is a long-term partner of the Tangalooma EcoMarines

TRACTION

Supporting the delivery of programs and workshops for vulnerable young people and their families

CORAL WATCH

The UQ Coral Watch Ambassadors program enables its marine ambassadors to contribute to Moreton Bay's coral reef health and sustainability

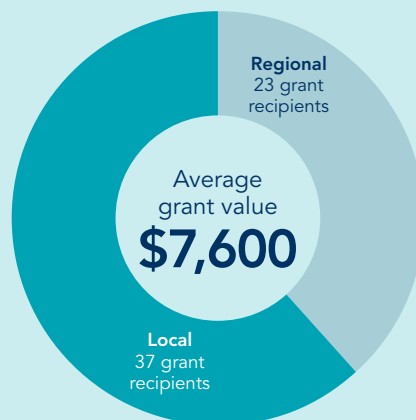
VOLUNTEER MARINE RESCUE BRIBIE ISLAND

Providing materials for its engine maintenance program

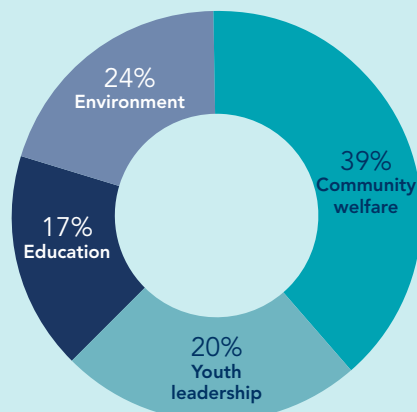
WYNNUM STATE SCHOOL

Supporting school children with a Braille Learning Centre and associated resources

LOCAL AND REGIONAL COMMUNITY GRANTS FY17-FY21



COMMUNITY GRANT FUNDING BY KEY FOCUS AREA FY17-FY21



COMMUNITY COMPLIMENTS AND COMPLAINTS

	Compliments received	Complaints received and resolved
FY19	24	1
FY20	12	4
FY21	29	2

Supporting the community

Employee volunteering program

Throughout the year, we challenged our employees to get out and about, supporting our community partners through volunteering. Each PBPL employee receives two full days of volunteer leave annually, enabling them to participate in multiple activities and support the organisations that support our community.

We seek to identify local volunteer opportunities within Brisbane as well as those further afield, where many of our supply chain partners are based.

During May, we developed a specific program to support National Volunteer Week, helping to recognise and thank those across the country who dedicate their time to helping others. While COVID-19 restrictions impacted our ability to participate in some volunteering opportunities, we worked with our partners to identify safe opportunities for our people. We were pleased to exceed our overall target of volunteer hours worked, and our FY22 efforts will focus on how we can continue to increase overall participation rates and engage employees from all areas of the business.

Our people embraced volunteering with great enthusiasm during FY21:

OVERALL VOLUNTEERING EFFORTS

703 volunteer hours worked, exceeding our target of 680 hours

68 employees participated representing 34% of our workforce

18 community partners supported

NATIONAL VOLUNTEER WEEK

(17–23 May 2021)

166 volunteer hours worked

30 employees participated

6 community partners supported

Employee giving

Our 2020/21 Employee Charity was Friends with Dignity which supports victims of domestic violence. This year, we raised \$31,236 through employee fundraising efforts, including fortnightly BBQs for the port community, and funds raised through our annual Pulse Check Survey.

Long-term partnerships

We've continued our long-term partnerships with organisations who support the broader Queensland community including Crime Stoppers Queensland, The Smith Family, PA Research Foundation and the International River Foundation.

Through Tangalooma EcoMarines and the Moreton Bay Environmental Education Centre, we also connect with school groups through formal education-based programs. These seek to help build understanding about the critical contribution of the Port to Queensland's economy and how we are managing our environmental responsibilities.



Image: We partnered with Ocean Crusaders during the year through our Community Grants and Employee Volunteer programs

Indigenous partnerships

Reconciliation Action Plan

In May, PBPL celebrated the launch of its first Reconciliation Action Plan – arguably the most important step in our reconciliation journey to date.

Endorsed by both the PBPL Board and Reconciliation Australia, our 'Reflect' RAP, consolidates the work done to date and lays the foundations for future reconciliation actions and initiatives. It is the first of four stages in Reconciliation Australia's formal RAP process, and we have committed to progressing through all four RAP stages by 2030.

Our RAP Working Group is comprised of ten employees from across the business and meets quarterly to drive the implementation of our RAP. They engage with internal and external stakeholders, including local Indigenous groups, on relevant initiatives.

The RAP, including our plan for action over the next 12 months, is available on our website.

RAP Artwork

Renowned Quandamooka artist, Delvene Cockatoo-Collins, created an artwork for our Reconciliation Action Plan, *Journey through the bay to the river, 2020*.

First shared with students at the Quandamooka Jarjums Camp in October then formally presented at our National Reconciliation Week event in May, the artwork is a representation of the journey from the southern Quandamooka Waters to the mouth of the Brisbane River. Considered an artist book and map, this artwork is a series of lino prints, monoprints, hand drawn work and Quandamooka clays on paper, which depict the journey through Quandamooka Country from south to north.

National Reconciliation Week 2021

For the second year, we were delighted to host an event to celebrate National Reconciliation Week in May for the port community.

Over 100 people from PBPL and across the Port joined in the celebrations, which included the formal launch of PBPL's Reconciliation Action Plan by CEO Roy Cummins as well as workshops led by Delvene Cockatoo-Collins and other Quandamooka artists to learn more about the story and techniques behind Delvene's artwork.

Quandamooka Jarjums Camp

In October 2020, a group of employees volunteered their time to support the Quandamooka Jarjums Camp – a Queensland Government education program that PBPL has proudly supported since 2015. The program is designed to provide cultural experiences to around 25 Aboriginal and Torres Strait Islander Year 6 students from Dunwich State School. Local elders and educators give students the opportunity to learn more about the history of the Noonuccal, Ngugi and Gorenpul people of Quandamooka Country, and their connections to the land and water.

Images: National Reconciliation Week celebrations at Port of Brisbane





Glossary of terms

Where possible, PBPL has sought to source definitions from the appropriate organisation or authority. We have also sought to provide Port of Brisbane or local context where appropriate.

TERM	DEFINITION
AS/NZS 4801	AS/NZS 4801 is the Australian and New Zealand standard for safety management and is the benchmark in assessing Occupational Health and Safety across management systems. https://www.standards.org.au/
Biosecurity	A set of measures aimed at preventing the introduction and spread of harmful organisms. Queensland Government biosecurity efforts are led by Biosecurity Queensland, which also has a permanent presence at the Port of Brisbane. https://www.daf.qld.gov.au/business-priorities/biosecurity
Bollard	A sturdy, short, vertical post on a quay line; mooring lines are fastened around bollards to secure vessels.
Community Consultative Committee	A group comprising representatives from environment, business and community organisations with an interest in Port of Brisbane's activities and its impact on neighbouring communities. The group provides a platform for the local community to raise issues of interest or concern directly with PBPL, and for PBPL, in turn, to share information about its projects or operations. https://www.portbris.com.au/Sustainability/Partnerships/Community-Engagement/
Decarbonisation	Refers to the global energy sector's shift from high CO2 emission fossil fuel-based systems of energy production and consumption (such as oil, natural gas, and coal) to low or zero CO2 emission renewable energy sources.
GRESB	The Global Real Estate Sustainability Benchmark (GRESB) is an investor-driven economic, social and governance (ESG) benchmark for real estate and infrastructure assets around the world. https://gresb.com/
ISO 31000:2018	An accepted international standard for Risk Management that provides guidance on managing risk faced by organisations. https://www.iso.org/iso-31000-risk-management.html
ISO 14001	An accepted international standard that specifies the requirements for an environmental management system that an organisation can use to enhance its environmental performance. https://www.iso.org/iso-14001-environmental-management.html
ISO 45001:2018	An accepted international standard that specifies requirements for an occupational health and safety (OH&S) management system, and gives guidance for its use, to enable organisations to provide safe and healthy workplaces by preventing work-related injury and ill health, as well as by proactively improving its OH&S performance. https://www.iso.org/standard/63787.html
ISO 9001	An accepted international standard that sets out the criteria for a quality management system. https://www.iso.org/iso-9001-quality-management.html
Leadership behaviours	The number of proactive actions taken by Executive Leadership team, Senior Managers, managers and supervisors to support the development of a positive health and safety culture. These actions include a formal or informal workplace inspection or observations, the implementation of 'leading' health and safety initiatives, the identification of innovations, improvements and hazards, report outcomes of investigations to work teams, providing health and safety awareness at toolbox talks and other health and safety-related meetings and events.
LOA (length overall)	The maximum length of a vessel used for berthing purposes.
LTIFR (Lost Time Injury Frequency Rate)	A calculation that measures the number of lost-time injuries per million hours worked during an accounting period. https://www.safeworkaustralia.gov.au/statistics-and-research/lost-time-injury-frequency-rates-ltifr

TERM	DEFINITION
Maintenance dredging	The removal of sediment and debris from the seabed to maintain declared depths. At the Port of Brisbane, maintenance dredging is required to maintain safe, navigable depths of the Port's sea channel.
Marine pest	Introduced species that are not native to Australia and have been introduced by human activity.
Modern Slavery Act 2018 [Cth]	A Commonwealth Act that requires some entities to report on the risks of modern slavery in their operations and supply chains and actions to address those risks, and for related purposes. https://www.legislation.gov.au/Details/C2018A00153
Nonlinear Channel Optimisations Simulator (NCOS) Online	A leading vessel traffic management system developed by Port of Brisbane and DHI Australia with FORCE Technology. NCOS Online is software that provides a seven-day detailed forecast of a vessel's under keel clearances (UKC) and environmental conditions with a web interface, allowing for dynamic vessel scheduling. It has the same high level of accuracy as a Full Mission Bridge Ship Simulator.
Offsite stormwater	The alternative treatment of stormwater through the restoration of streams and gullies in catchment areas, ultimately resulting in increased sediment and nutrient reductions.
OSOM (over size, over mass)	A heavy vehicle that is carrying, or specially designed to carry, a large indivisible item. https://www.nhvr.gov.au/
PM10	Particulate matter 10 micrometres or less in diameters.
PM2.5	Particulate matter 2.5 micrometres or less in diameters.
Quay line	A structure alongside the water that is used to moor, load or unload vessels. Collectively, Port of Brisbane properties host 30 operating berths across more than 8.2 kilometres of quay line. These are used to load and unload a wide range of cargoes including containers, motor vehicles, bulk and general cargo as well as cruise passengers.
Ramsar wetland	Wetland area declared as internationally important under the Ramsar Convention, which aims to stop the global loss of wetlands and to conserve those that remain. Port of Brisbane borders the Moreton Bay Ramsar site, which was designated in 1933 and covers more than 120,000 ha. https://www.environment.gov.au/water/wetlands/ramsar
Representative Concentration Pathway (RCP)	Greenhouse gas (GHG) concentrations trajectories used to describe different climate futures depending on the volume of GHG emitted in the future.
Scope 1 emissions	Emissions generated as a direct result of business activity such as vessel fleet fuel.
Scope 2 emissions	Emissions generated from the indirect consumption of an energy commodity such as electricity.
Scope 3 emissions	Emissions indirectly generated as a result of business activities.
tCO2e	Tonnes of carbon dioxide equivalent.
TEU	Twenty-foot equivalent unit – a unit of cargo capacity.
TACC	Technical Advisory Consultative Committee. Port of Brisbane's Dredging TACC was formed in FY19 to communicate and consult with key stakeholders regarding dredging at the Port of Brisbane.
TSHD	Trailing suction hopper dredger. PBPL's dredge vessel, the <i>TSHD Brisbane</i> , together with our marine crew, undertakes dredging operations at the Port of Brisbane and for commercial customers.
Under keel clearance	Minimum depth of water required under a vessel's keel to reduce the risk of it running aground on the seabed.
United Nations Sustainable Development Goals	Sustainable development goals adopted by the United Nations in 2015 to provide a framework to focus global sustainability efforts. https://www.un.org/sustainabledevelopment/sustainable-development-goals/

GRI content index

GRI Standard	Disclosure	Page Reference
GRI 101: Foundation		
GRI 102: General Disclosures		
	Organisational Profile	
	102-1: Name of the organisation	Front page
	102-2: Activities, brands, products and services	2-7
	102-3: Location of headquarters	5
	102-4: Location of operations	5
	102-5: Ownership and legal form	8
	102-6: Markets served	7
	102-7: Scale of the organisation	2-7, 24
	102-8: Information on employees and other workers	24
	102-9: Supply chain	6-7
	102-10: Significant changes to the organisation and its supply chain	N/A
	102-11: Precautionary Principle or approach	52
	102-12: External initiatives	N/A
	102-13: Membership of associations	N/A
	Strategy	
	102-14: Statement from senior decision maker	2
	Ethics and Integrity	
	102-15 - Key impacts, risks, and opportunities	4, 48-51
	102-16: Values, principles, standards and norms of behaviour	4
	Governance	
	102-18: Governance structure	8
	102-20: Executive-level responsibility for economic, environmental and social topics	8
	102-22: Composition of the highest governance body and its committees	N/A
	102-23 Chair of the highest governance body	N/A
	102-26: Role of highest governance body in setting purpose, values and strategy	8
	Stakeholder Engagement	
	102-40: List of stakeholder groups	11
	102-41: Collective bargaining agreements	N/A
	102-42: Identifying and selecting stakeholders	11
	102-43: Approach to stakeholder engagement	11
	102-44: Key topics and concerns raised	11

Notes

Omissions

PBPL is a privately-owned business that operates in a market competitive environment. Financial data and results have not been provided as they are commercial in confidence.

People data is compiled and analysed through the People and Performance team and payroll system.

There have been no significant changes to our supply chain in FY21.

PBPL is involved in numerous external initiatives including:

- International Organisation for Standardisation
- United Nations Sustainable Development Goals

PBPL is a member of a wide range of industry bodies and associations across sectors relevant to our business including:

- Ports Australia
- Australian Logistics Council
- Infrastructure Association of Queensland
- Queensland Tourism Industry Council
- Engineers Australia
- Diversity Council of Australia
- Diversity Practitioners Association
- Property Council of Australia
- Australian Institute of Health and Safety
- National Safety Council of Australia
- Pianc
- Committee for Economic Development Australia
- Australian Cruise Association
- Toowoomba Surat Basin Enterprise
- Shipping Australia Limited
- Freight Trade Alliance
- Australia Meat Industry Council
- Australasian Concrete Repair Association (membership at no charge)
- Concrete Institute of Australia
- Italian Chamber of Commerce & Industry

Information on our Board members and committees can be found on our website at: <https://www.portbris.com.au/About/Governance/>

Information on our Board members and committees can be found on our website at: <https://www.portbris.com.au/About/Governance/>

The Chair of the Port is not an executive.

48% of our employees are covered by collective bargaining agreements.

GRI content index

GRI Standard	Disclosure	Page Reference
Reporting Practice		
	102-45: Entities included/not included in the consolidated financial statement	4
	102-46: Defining report content and topic boundaries	10
	102-47: List of material topics	13
	102-48: Restatements of information	N/A
	102-49: Changes in reporting	N/A
	102-50: Reporting period	N/A
	102-51: Date of most recent report	N/A
	102-52: Reporting cycle	N/A
	102-53: Contact point for questions regarding the report	Contents page
	102-54: Claims of reporting in accordance with the GRI Standards	10
	102-55: GRI context index	
	102-56 External assurance	N/A
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	N/A
	103-2: The management approach and its components	N/A
	103-3: Evaluation of the management approach	N/A
GRI 200: Economic Standards		
GRI 201: Economic Performance	201-2: Financial implications and other risks and opportunities due to climate change	48-51
GRI 203: Indirect Economic Impacts	203-1: Infrastructure investments and services supported	32-39
GRI 300: Environmental Standards		
GRI 302: Energy	302-1: Energy consumption within the organisation	44
GRI 303: Water and Effluents	303-3: Water withdrawal	42
GRI 304: Biodiversity	304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	52-53
GRI 305: Emissions	305-1: Direct (Scope 1) GHG emissions	44
	305-2: Energy indirect (Scope 2) GHG emissions	44
	305-5: Reduction of GHG emissions	44
GRI 306: Waste	306-3: Waste generated	42
	306-4 Waste diverted from disposal	42
	306-5 Waste directed to disposal	42
GRI 307: Environmental Compliance	307-1: Non-compliance with environmental laws and regulations	N/A
400: Social Standards		
GRI 403: Occupational Health and Safety	403-1: Occupational health and safety management system	19
	403-6: Promotion of worker health	20-21
GRI 404: Training and Education	404-1: Average hours of training per year per employee	25
	404-2: Programs for upgrading employee skills and transition assistance programs	25
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees	24
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments and development programs	56-63
GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A
Other GRI		
Renewable Energy Transition	Increase quantity of renewable energy to service port operations	43-44
Efficient and Effective Supply Chains	Ensure effective infrastructure is in place to enable efficient operations for supply chains	32-35
Trade Growth and Diversity	Total trade (import and export) in tonnage for FY21	28-31
Customer Focus	Deliver value to our customers supply chain efficiency through partnerships and engagement programs	56-63

Notes

Omissions

PBPL is owned by the APH consortium. PBPL prepares and lodges financial statements. PBPL is not part of any consolidated financial statements.

There have been no restatements of information.

Financial year.

Annual.

This year's report has been externally assured by Ernst & Young.

Throughout.

Throughout.

Throughout.

Data has been collected through standard billing for fuel and electricity consumption. Solar production is metered and monitored on a regular basis.

Data is collected from water meters.

There have been no incidents of non-compliance with environmental laws and regulation in FY21.

All information is kept confidential through engaging an independent third-party health provider to undertake any health assessments.

PBPL has a formal grievance process. All grievances can be identified through calling PBPL or on our website.

No substantiated complaints received this financial year.

Independent assurance report



Independent Limited Assurance Statement to the Management and Directors of Port of Brisbane Pty Ltd

Our Conclusion

Ernst & Young ('EY', 'we') was engaged by Port of Brisbane Pty Ltd ('Port of Brisbane') to undertake 'limited assurance' as defined by Australian Auditing Standards, hereafter referred to as a 'review', over selected non-financial disclosures prepared by Port of Brisbane in its '2020/2021 Sustainability Report' ('the Report') for the year ended 30 June 2021. Based on our review, nothing came to our attention that caused us to believe that the selected non-financial disclosures have not been prepared and presented fairly, in all material respects, in accordance with the criteria defined below.

What our review covered

We have carried out a limited assurance engagement over selected non-financial disclosures prepared by Port of Brisbane in its 2020/2021 Sustainability Report for the year ended 30 June 2021.

Subject Matter

The Subject Matter for our limited assurance engagement included selected non-financial disclosures reported in the 2020/2021 Sustainability Report, for the year ended 30 June 2021, limited to those listed in Table 1 below.

Table 1: Selected Non-financial Disclosures

People	
1.	Lost Time Injuries (LTIs), being 0
2.	Total number of leadership behaviours, being 367
Planet	
3.	Scope 1 Greenhouse Gas (GHG) emissions, being 6,680 tonnes of carbon dioxide equivalent (t CO ₂ -e)
4.	Scope 2 GHG emissions (electricity consumed), being 3,483 tonnes of carbon dioxide equivalent (t CO ₂ -e)
5.	Energy consumption, being 115,812 Gigajoules (GJ)
Prosperity	
6.	Total trade (import and export), being 29,308,764 tonnes
7.	Rail Trade, being 1.7 %
Partnership	
8.	Customer satisfaction score, being 74.4 %

The Subject Matter did not include:

Data sets, statements, information, systems or approaches other than the selected non-financial disclosures specified in Table 1; and neither Management's forward-looking statements nor any comparisons made against historical data.

Criteria applied by Port of Brisbane

In preparing the selected non-financial disclosures, Management determined the reporting criteria 'the Criteria' as set out in:

- ▶ GRI Sustainability Reporting Standards
- ▶ National Greenhouse and Energy Reporting Act 2007
- ▶ Port of Brisbane's publicly disclosed criteria as established and set out in its internal policies and procedures, and as detailed in footnotes in the Report.

Key responsibilities

EY's responsibility and independence

Our responsibility is to express a conclusion on the selected non-financial disclosures, based on our review. We are also responsible for maintaining our independence and confirm that we have met the requirements of the *APES 110 Code of Ethics for Professional Accountants*, and that we have the required competencies and experience to conduct this assurance engagement.

Port of Brisbane's responsibility

Port of Brisbane's Management is responsible for selecting the Criteria, and for preparing and fairly presenting the Subject Matter in accordance with that Criteria. This responsibility includes establishing and maintaining internal controls, adequate records and making estimates that are reasonable in the circumstances.

Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's *Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ASAE 3000'), and *Assurance Engagements on Greenhouse Gas Statements* ('ASAE 3410'), as well as the terms of reference for this engagement as agreed with Port of Brisbane.

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the selected non-financial disclosures and related information and applying analytical and other review procedures.

Our procedures included:

- ▶ Conducting interviews with key personnel to understand the process for collecting, collating and reporting the selected non-financial disclosures during the reporting period
- ▶ Gaining an understanding of the basis for calculating and reporting GHG emissions
- ▶ Checking that the calculation criteria had been applied in accordance with the methodologies outlined in Port of Brisbane's Criteria



- ▶ Undertaking analytical review procedures to support the reasonableness of the data
- ▶ Identifying and testing assumptions that supported calculations
- ▶ Checking emissions factors and considered their consistency with the reporting Criteria
- ▶ Testing, on a sample basis, to underlying source information to check the accuracy of the data
- ▶ Reviewing the presentation of the information in Port of Brisbane's 2020/2021 Sustainability Report.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Limited Assurance

Procedures performed in a limited assurance engagement vary in nature and timing, and are less in extent, than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Further, our procedures did not include testing controls or performing procedures relating to checking the aggregation or calculation of data within IT systems.

Use of our Assurance Statement

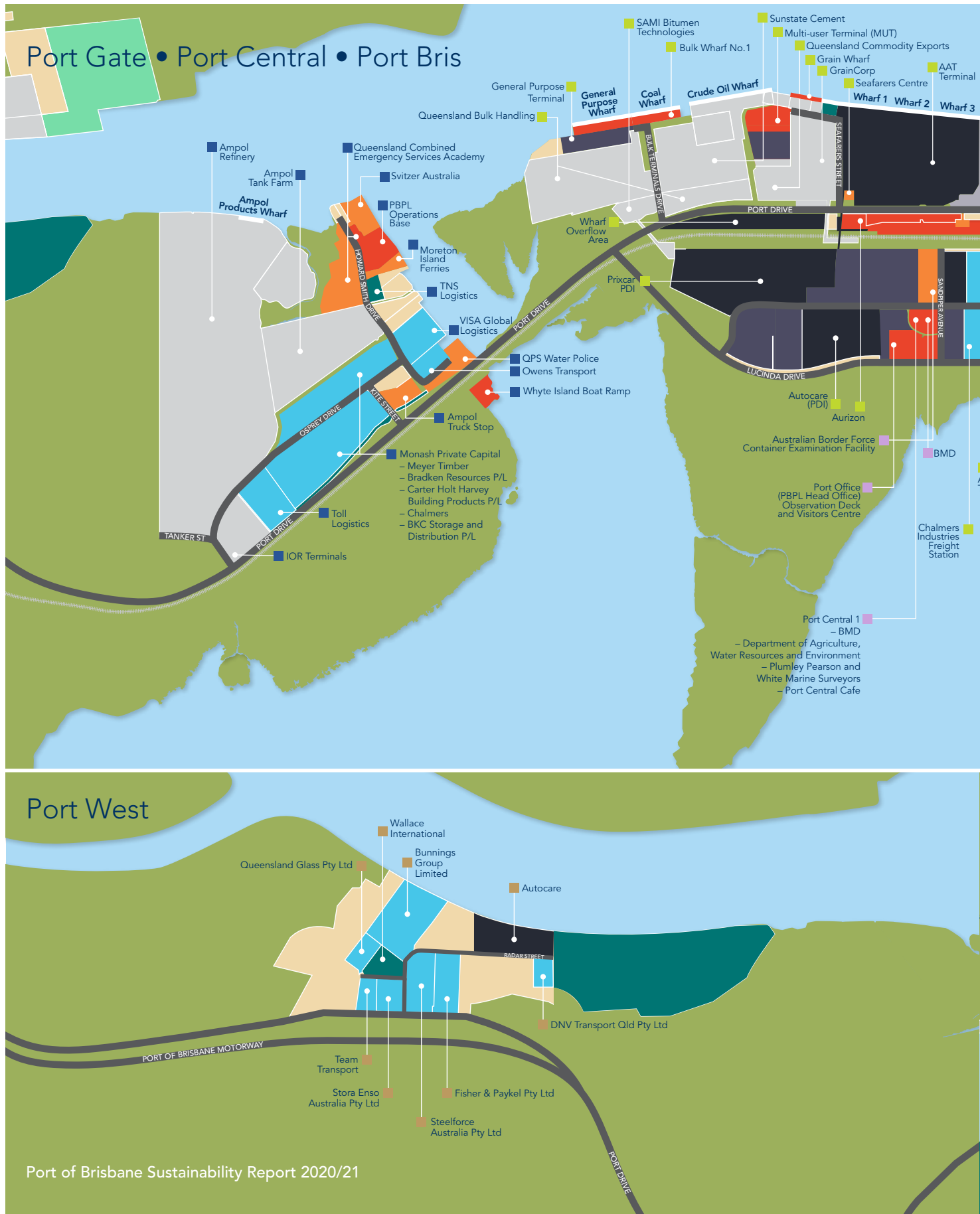
We disclaim any assumption of responsibility for any reliance on this assurance report, or on the Subject Matter to which it relates, to any persons other than Management and the Directors of Port of Brisbane, or for any purpose other than that for which it was prepared.

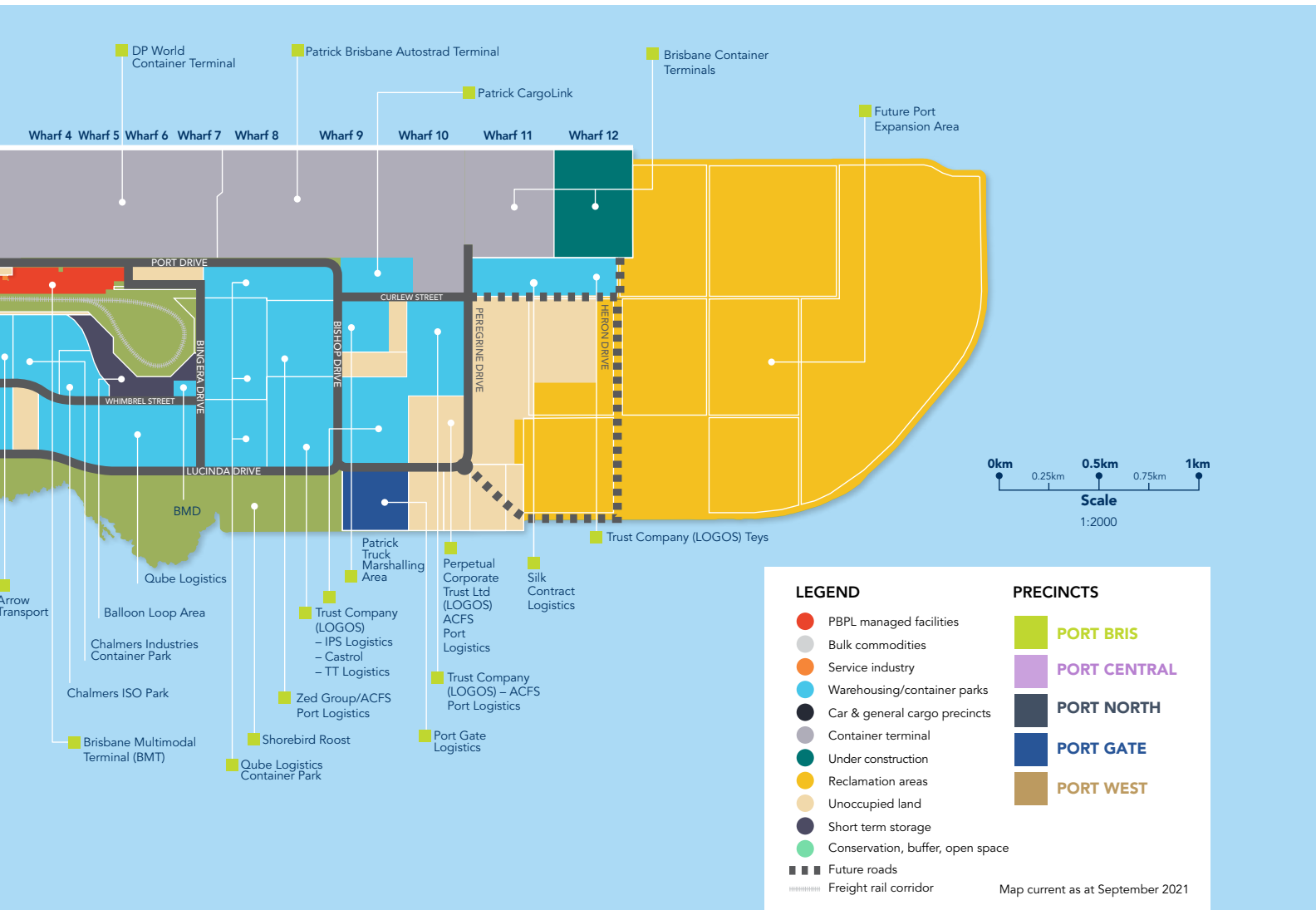
Our review included web-based information that was available via web links as of the date of this statement. We provide no assurance over changes to the content of this web-based information after the date of this assurance statement.

Elizabeth Rose
Partner
Brisbane, Australia
23 September 2021

Ernst & Young

Property tenant map





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