



# Sustainability Report 2021/22

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Front cover image by Scott Burrows Photographer

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## Acknowledgement of Country

Port of Brisbane Pty Ltd acknowledges the Traditional Owners of the lands and waters on which we and our many customers and stakeholders operate, the Quandamooka, Turrbal and Yuggera peoples and pay our respects to their Elders past, present, and emerging.

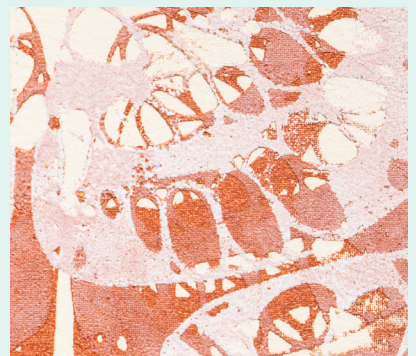
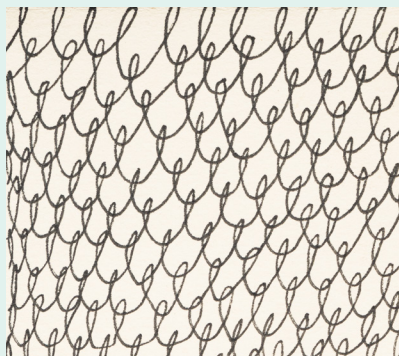
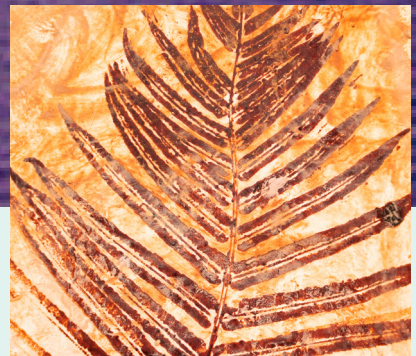
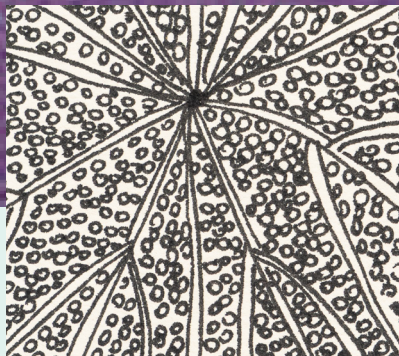




Excerpts of artwork by Delvene Cockatoo-Collins, a Quandamooka artist, belonging to the Nunukul, Ngugi and Goenpul peoples, who lives and works in Gumpi (Dunwich) on Minjerribah (North Stradbroke Island).

*Journey through the bay to the river* represents the journey from the southern part of Quandamooka Waters to the mouth of the Brisbane River. It follows the traditional story and pathway, or bambar, that was taken by a bittern bird who trapped a dugong and travelled through Quandamooka Country.

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



# Chairman and CEO messages

**Over the last 12 months, we have continued to work toward our vision for Port of Brisbane to become Australia's premier port and logistics hub.**

The impacts of COVID-19 evolved throughout the year as the world continued to navigate the pandemic and the path towards our long-awaited return towards 'normality' became clearer. Working closely with government and our customers, our focus throughout COVID was supporting our community, ensuring trade continued to flow through the port and that port workers were protected.

Despite these challenges, the health and resilience of our business remains strong, underpinned by the commitment of our people, the diversity of our trade base, and our collaboration with customers and stakeholders. Our strong trade performance, including record container volumes, was further bolstered by the resumption of cruising in June and the opening of our \$177 million Brisbane International Cruise Terminal. After more than two years, I know many of our stakeholders and the community celebrated the return of cruising, none more so than our cruise line customers.

As Chairman, I am proud that Port of Brisbane Pty Ltd (PBPL) recognises its role as a leader in delivering long-term, sustainable outcomes for its customers and stakeholders, the community, and the surrounding environment.

Our Sustainability Program is now at the centre of our new Business Strategy, reinforcing our efforts and ensuring we achieve our 2030 sustainability goals. The strategy seeks to enable responsible growth, through a 'whole of business approach' which adds value to our business by delivering balanced financial, social, and environmental outcomes at the Port of Brisbane. It will continue to inform our decision making and responses to sustainability issues relevant to our business.

As our approach to sustainability evolves, we have made important progress on key initiatives including commencing our work to be able to measure and report Scope 3 emissions, as well as reducing our own Scope 1 and 2 emissions through innovative approaches and partnerships.



As our region grows, so too does trade through the port and demand for port land. We are committed to ensuring Port of Brisbane is well placed to support this future growth. Over the next five years, approximately \$600 million is forecast for port improvement works that will continue to enhance port access, efficiency and productivity for our customers and support a growing port community.

Community is important to us – our people and our partnerships. Safety is at the heart of this, and we continue to strive to be Australia's safest port. Our support for community organisations — locally and throughout our trade hinterland — remains strong and we greatly value the partnerships we have built.

In March, I was pleased to announce the permanent appointment of Neil Stephens to Chief Executive Officer. On behalf of the Board of Directors, we look forward to working with Neil as he leads the organisation moving forward. I would also like to thank the Executive Leadership Team and all employees for their significant efforts throughout the year as we seek to deliver for the Queensland economy and community.

Importantly, I would like to thank our customers and stakeholders for their ongoing collaboration and trust in PBPL. We look forward to working together on many exciting initiatives and opportunities and achieve shared success as we sustainably grow and develop the Port for the future.

**Guy Cowan**

Chairman



**I have been proud to lead Port of Brisbane Pty Ltd (PBPL) this year as we have worked with our customers and the port community to navigate significant challenges and opportunities together.**

Another year of disruption due to COVID-19 was compounded by the significant impacts to the Port due to the South East Queensland flooding in late February/March, which devastated communities along Queensland and northern New South Wales. I am proud of how our port community responded, including PBPL's own marine crew and hydrographic surveying team who played a key role in the response and recovery efforts from the earliest days. We are a critical support for the Queensland economy and that was a prime example.

Twelve months ago, our Sustainability Program was put at the core of our Business Strategy because we believed it was the right thing to do for our business, our customers, and the community.

Our strategic platform — the guiding principles that drive our operations, planning and projects — is built on our four pillars of People, Prosperity, Planet and Partnerships.

We strive to operate in a way that balances economic prosperity, responsible growth and robust governance whilst delivering on our sustainability objectives. While there is always more to be done, we have made good progress on sustainability initiatives across all areas of our business, with much of this achieved in close collaboration with our customers and partners.

As a business, we celebrated a number of sustainability achievements during the year. PBPL was the first port globally to achieve Bronze Accreditation with the Carbon Literacy Project and again achieved a 5-star GRESB rating, the highest ranked port company.

At PBPL, we recognise that our people are central to our success. Through our organisational design review, we identified opportunities to boost capability within our business as we seek to deliver on our strategy and position our business strongly and sustainably for the future. We continue to achieve greater diversity in our workforce and remain focused on providing a safe and inclusive environment for all who work with us. I am very proud that PBPL achieved Skilled Workplace Recognition status by Mental Health First Aid Australia during the year — the first Australian port to do so and a further sign of our commitment to our people.

It was wonderful to celebrate the safe restart of cruising in Queensland in June with our customers and community at our new Brisbane International Cruise Terminal. It is world-class tourism infrastructure that will enable Brisbane to become the epicentre of cruising in Australia. The return of cruising was a positive end to a strong year overall for trade, including a record 1.53 million containers handled through the Port.



We continued to welcome new and existing customers expanding their operations, delivering high-quality facilities and bringing new land online to support a growing port. As we plan for the future, enhancing the supply chain remains one of our highest priorities. Connecting the Port to the Inland Rail project is key to this. We welcome the review of the project by the Federal Government and look forward to ensuring our views, and those of our port stakeholders, are heard.

It has been an exciting 12 months in the environmental space, with significant focus on projects and initiatives that support emissions reductions, resource management and catchment management. The Port has always strived to be a leader in environmental innovation, and we have continued to lead the way with our Virtual Energy Network and biofuels trials as well as purchasing carbon neutral fuel to offset our marine emissions.

Our community partnerships are more important than ever as we seek to retain and grow the community's trust and support for the Port of Brisbane. Important projects such as our Reconciliation Action Plan, our \$100,000 Community Grants Program and our Employee Volunteering Program anchor this work and enable us to support those who support our community.

I would like to thank the Board of Directors for their guidance throughout the year. On behalf of the Executive Leadership Team, I would like to acknowledge and thank the entire PBPL team for their efforts, energy, and hard work throughout the year. You have remained committed to our business and our customers, continued to look for ways to innovate and create value, and have done so in a way that prioritises safety — always. I am confident that we will continue to achieve and deliver together.

**Neil Stephens**

Chief Executive 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 \$55 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 (BICT) – a world-class cruise facility that will support the long-term growth of the cruise tourism industry in Brisbane and 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, BICT, 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.

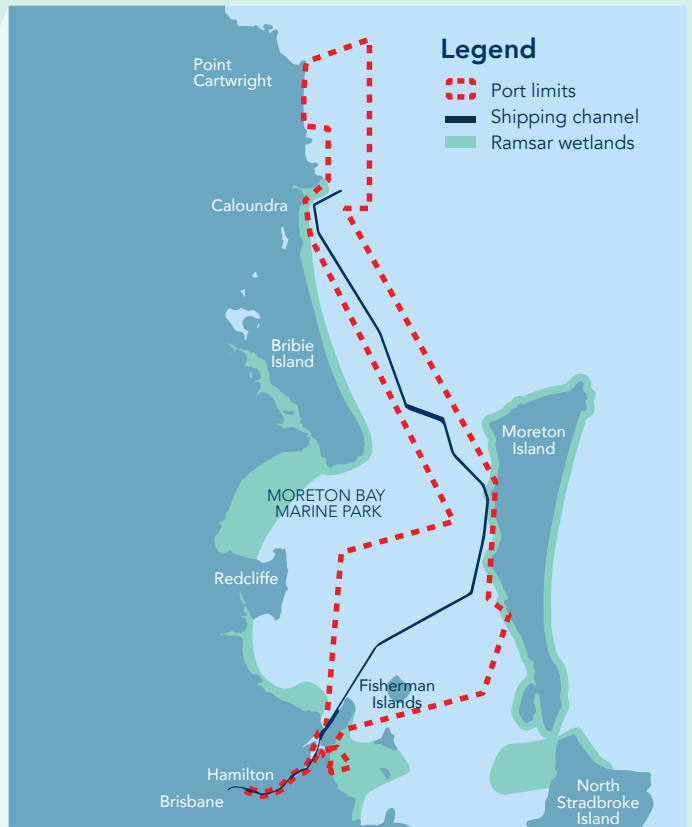
The Port of Brisbane operates in an area of high environmental significance at the mouth of the Brisbane River and on the edge of Moreton Bay. It also borders Ramsar wetlands (a wetland site designated to be of international importance under the Ramsar Convention) and the Moreton Bay Marine Park. It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

## Port of Brisbane Pty Ltd

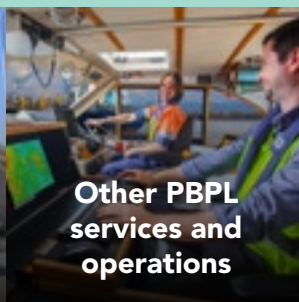
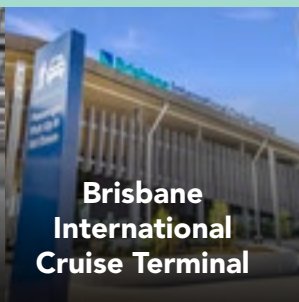
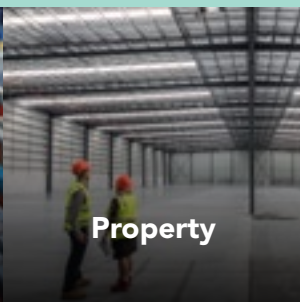
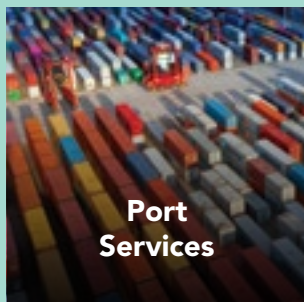
The Port is managed by Port of Brisbane Pty Ltd (PBPL) under 99-year leases from the Queensland Government. PBPL is owned by the APH consortium, comprising four of the world's largest and most experienced infrastructure investors:

- 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.

## Our services and operations



### Port of Brisbane Pty Ltd



Provision of harbour and wharfage related services

Operation of the Brisbane Multimodal Terminal

Around 450 commodities handled through the Port

Approx. 1.53 million TEUs handled annually

Delivery and maintenance of port infrastructure including: wharf, land, roads, warehouse developments and Future Port Expansion area

Facilitate development approvals on core port land

Facilities management for port tenants

571 ha of leased land

136 customer leases

Delivery and maintenance of a public tourism infrastructure asset

Provision of services including security management and facilities management

Oversight of third-party contractors including cruise ship operations, car parking management and operations, security operations, café and retail operators and facilities maintenance

Common user facility, open to all visiting cruise lines

Hydrographic surveying, marine and dredging operations maintain navigable access for commercial shipping at the Port and provide commercial services for clients (including port authorities, local councils, and infrastructure projects)

24/7 Port Security across all PBPL precincts

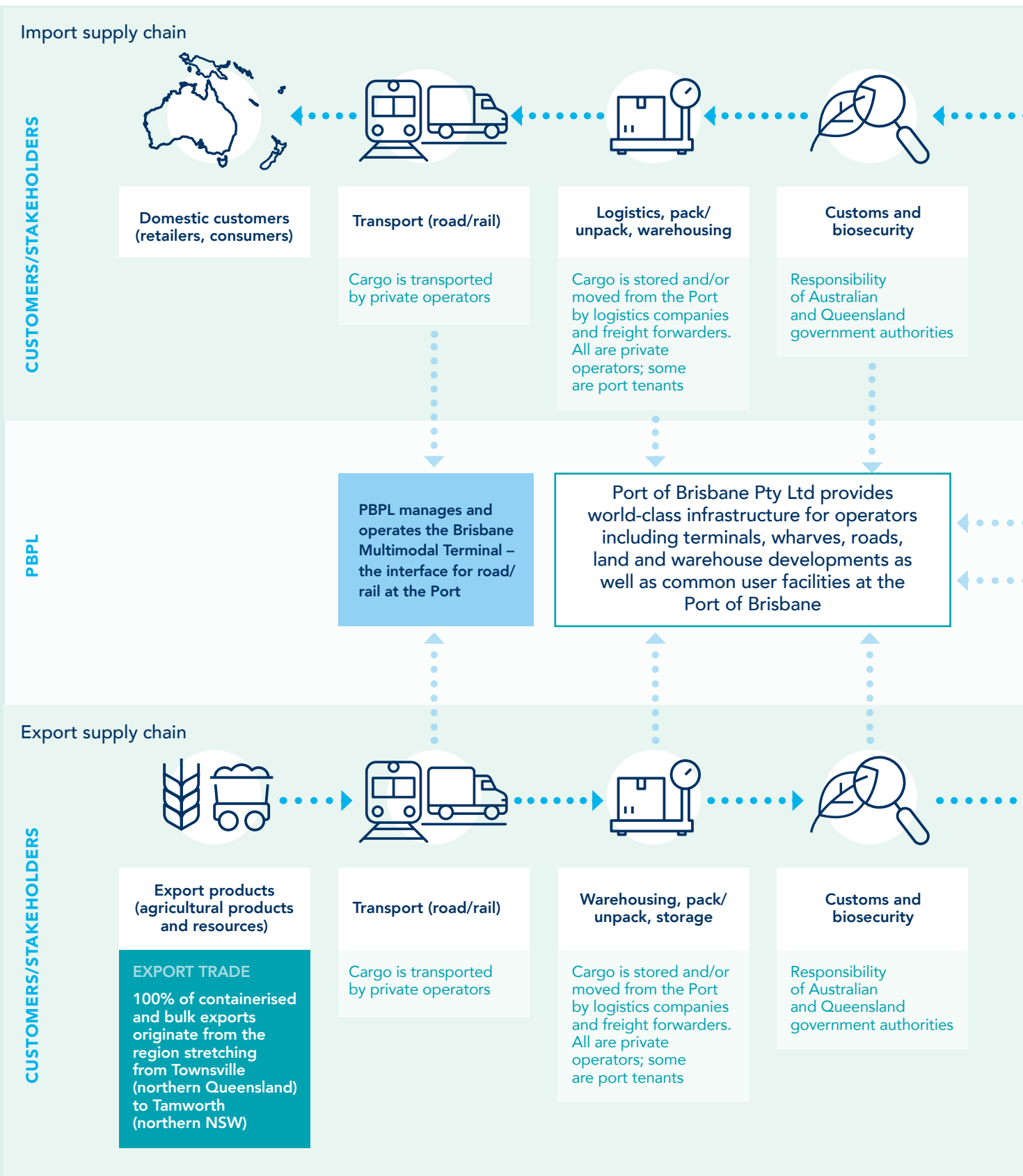
Operation of the Port of Brisbane MSIC (Maritime Security Identification Card) Centre as an approved issuing body

Operation of Visitors Centre and Café

Port operations carried out by private operators include stevedoring, towage and pilotage

Vessel Traffic Services are the responsibility of the Queensland Department of Transport and Main Roads (Maritime Safety Queensland)

# Port of Brisbane facilitates trade and economic growth for Queensland

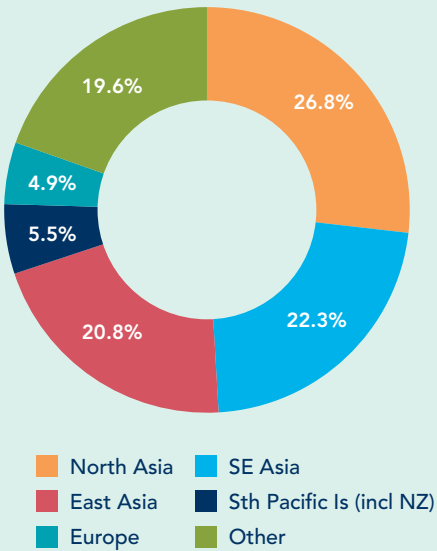




As Port Manager and utilising a landlord port model, PBPL provides key core port infrastructure to support and facilitate the flow of trade through the Port.



### Our key trading partners



### Top 5:

#### Region by import (tonnes)

1. South East Asia
2. North Asia
3. East Asia
4. North America
5. Europe

#### Region by export (tonnes)

1. North Asia
2. South East Asia
3. East Asia
4. South Pacific Islands (including New Zealand)
5. South Asia

#### Imports by product (tonnes)

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

#### Exports by product (tonnes)

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

## About the Port of Brisbane

At PBPL, we are committed to exceptional corporate governance, which is integral to the achievement of our values, vision and purpose, our long-term sustainability and to create long-term sustainable value.

### BOARD OF DIRECTORS

- Provide good governance and strategic oversight of PBPL by guiding and monitoring the business
- Set the strategic direction for the business, its Business Plan and budget
- Evaluate, approve and monitor the Sustainability Program including regular review of sustainability initiatives
- Oversee Management in managing key ESG risks and issues and stakeholder feedback
- Guide the implementation of appropriate policies and processes implemented for assessing, monitoring, and managing ESG initiatives

### BOARD COMMITTEES

Three Board Committees assist in the delivery of the Board's responsibilities:

- Audit and Risk Committee
- People and Performance Committee
- Capital Structure and Major Project Committee

### 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.

### Board Charter

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

### Code of Conduct

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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

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PBPL's risk management framework is aligned to the international standard ISO 31000:2018. The risk management framework provides a range of tools to manage our top organisational risks and operational (business unit-specific) risks and employees receive relevant training as required.

### Business Management System

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Our Business Management System framework (BMS) drives PBPL's commitment to quality processes, practices, and activities. It is our approach to business activities that mitigates identified risk, while providing guidance on sound, ethical, socially responsible, sustainable, and innovative ways of doing things.

Certified to international Quality, Environment and Health and Safety standards ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, the structure and integration of the BMS framework follows the Plan-Do-Check-Act methodology.

The BMS Framework ensures the delivery of quality systems and processes for the successful operation and management of the Port and related services/facilities.

Our internal BMS Team comprises subject matter experts from across the business to consult on and review our activities, including internal and external audit outcomes and process reviews, aimed to test the viability of our BMS and focus on continuous improvement of our business systems and processes.

### ISO Surveillance Audit – 2021

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The annual surveillance audit in November 2021 verified the continued certification of our management systems against ISO 9001:2015 (Quality), ISO 14001:2015 (Environment), and ISO 45001:2018 (Health and Safety). As a result of this annual audit, there were no non-conformances identified and some minor improvement opportunities were identified. Actions to address these findings are being progressed to maintain our focus on continuous improvement of our systems.

# Thrive – our new business strategy

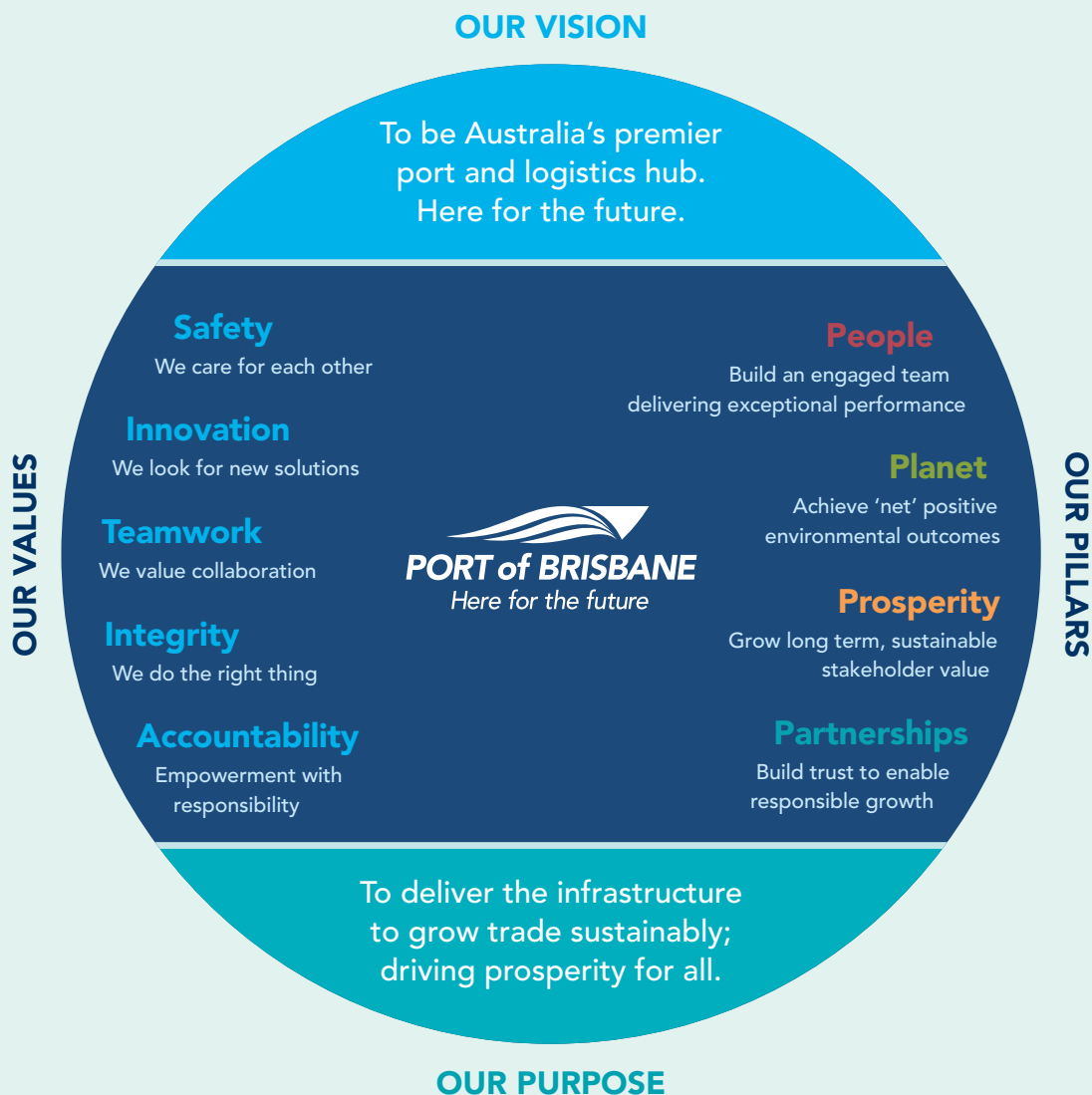
**Our new five-year business strategy, Thrive, came into effect from 1 July following consultation with our employees, Executive Leadership Team and Board.**

The new strategy acknowledges the changing global landscape and megatrends that we believe will impact our business and the world around us. It also considers the evolving commercial opportunities and risks as well as our own transition to a more diverse workforce. Ultimately, the strategy outlines the priorities we will pursue and the direction we will take.

Our strategic framework is underpinned by our refreshed Vision, Values and Purpose and, importantly, puts our Sustainability Program at its core.

The “Four Ps – People, Partnerships, Prosperity and Planet” – are the platforms from which we plan and conduct our business every day. At PBPL, these are not siloed workstreams – rather interconnecting and intersecting priorities and initiatives that will help us achieve our vision of being *Australia’s premier port and logistics hub. Here for the future.*

Through our strategy development, we identified five Thrive programs of work; delivering on these will enable us to grow and enhance value for our company, the Port of Brisbane community, and our stakeholders.





# Sustainability highlights and progress



## Bronze Accreditation

(Carbon Literate Organisation) – first port globally



5-star  
**GRESB rating**  
maintained, highest ranked port company



## Achieved Skilled Workplace Recognition

status by Mental Health First Aid Australia, first Australian port



A record  
**1.53m**  
containers handled through the Port



Approximately  
**\$600m**  
forecast for port infrastructure works over next five years



**476 hours**  
of volunteering undertaken by our people



**300kW**  
rooftop solar installed on tenanted sites



Ampol Carbon Neutral fuel purchased to offset our marine emissions,  
**Climate Active certified**



**Successful biofuel trial**  
with ANC (CMA CGM) and government



**26**  
new employees welcomed  
**48% female**



**70%**  
customer satisfaction reported in Annual Pulse Check Survey



Successful trial of the Port of Brisbane  
**Virtual Energy Network**



**\$177,000**  
invested in learning and development initiatives to build capability



Over  
**\$288,000**  
funding provided to 31 community partners



Scope 3 emissions progress, towards  
**identifying, measuring and influencing**



# About this report

**This report is the Port of Brisbane's fourth 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) and other commercial and operational services delivered by PBPL.

## 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 Business Strategy, 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. During the year, we also completed a comprehensive materiality assessment review, which will form the basis of future reporting.

### 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 FY22.

**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.

We adjusted the way we engaged with our stakeholders during the year, making necessary changes in line with government health directives and to prioritise the health of all. As a result, some of our engagement activities were moved online – including virtual meetings or larger events such as our Safety 1 Forum. Virtual formats worked well in most instances, however some of our engagement activities were impacted with lower attendances or reduced participation. We look forward to greater in-person engagement with our stakeholders in the year ahead.

# Engaging with our stakeholders

STAKEHOLDER GROUP	ENGAGEMENT METHOD	KEY AREAS OF INTEREST	EXAMPLES OF KEY ACTIONS
<b>Employees</b>	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 Resource use and management	Employee engagement survey Health and wellbeing programs Training and development programs Reconciliation Action Plan Working Group Target Zero Action Group Modern Slavery Steering Committee
<b>Securityholders</b>	Board meetings and committees Working Group committees	Health, safety and wellbeing Strategic and operational business decisions and performance Organisational culture and engagement Sustainable port development Business performance and pricing matters Financial and ESG performance Governance	Presentations Reporting Committee meetings Continuous informal socialisation of ideas, programs and opportunities
<b>Customers</b>	One-on-one meetings Electronic newsletters/alerts Customer enquiries and complaints channels Digital and social media platforms Port 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
<b>Local, State and Federal Government</b>	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 Local and regional tourism strategies Local community	Government represented at PBPL's Planning & Environment Forum and the Dredging TACC PBPL participation in working groups and initiatives Stakeholder survey
<b>Community</b>	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
<b>Environment groups</b>	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 Stakeholder survey
<b>Industry associations</b>	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
<b>Research partners</b>	Formal research partnerships	Environmental innovation	Environmental research partnerships Provide access to land or facilities to trial new technologies or for research purposes
<b>Debt investors</b>	Results presentations Meetings	Financial and ESG performance Debt financing requirements Credit rating	Successful completion of debt raising activities
<b>Unions</b>	Meetings Bargaining negotiations	Employee working conditions and other benefits	Enterprise bargaining



# Our sustainability commitment



At Port of Brisbane, sustainability is about considering the long-term needs of the Port, our customers and our stakeholders to ensure we deliver positive outcomes that support the sustainable growth and development of the Port of Brisbane.

That is why, in consultation with the PBPL Board and our employees, we have put sustainability at the core of our Business Strategy, which further strengthens our commitment and ensures it continues to guide our decision making and goal setting in this area.

## Sustainability recognition

For the second year running 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 also the highest ranked port company in the 'Other Port: maintenance and operation' category, and our overall score reached 89/100 (an improvement from 87/100 in FY20).

## Carbon literacy

This year, our first two cohorts of employees completed Carbon Literacy training, delivered by The University of Queensland (UQ) Business School/ThinkZero in partnership with the Carbon Literacy Project (CLP). The accredited short course educates participants on the impacts of everyday activities on climate from both an individual and organisational perspective.

In total, 52 employees – approximately 30% of our staff – have now completed the program, including members of our Executive Team, our Chief Executive Officer and a Board member.

We were proud to be recognised as the first port in the world to be accredited with Bronze accreditation (Carbon Literate Organisation).

## Materiality assessment

In FY19 we undertook a comprehensive materiality assessment to effectively document the economic, social and environmental topics considered to be most important to our business.

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. An internal review of our materiality topics was undertaken by our Executive Leadership Team in FY21, acting as a 'pulse check' to ensure we continue to focus on what is important to the business.

## 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 assessment review

During FY22, we conducted a comprehensive materiality assessment review to identify the current most material sustainability risks and opportunities for our business. It considered global factors and trends as well as peer reviews and consulted with PBPL employees and external stakeholders.

Through the assessment, we identified 13 topics as material to our business, with definitions for each. These 13 material topics have also been prioritised based on the impact and importance of these to our business and our stakeholders. This reduction from 34 to 13 material topics will also allow us to better focus our efforts to ensure sound sustainability outcomes across the business. We will implement the materiality assessment review outcomes and incorporate into our reporting in FY23.

## Materiality matrix

For FY22, all 34 material topics continued to rank highly in terms of stakeholder interest and impact to PBPL.

As we did in FY21, 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.



# 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 publish our sustainability targets on our website, demonstrating our commitment to being accountable and transparent on our sustainability journey.

## Fourteen UN SDGs relevant to PBPL



### 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 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 (25km 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



# Flood response and recovery

From 23 to 28 February, South East Queensland (SEQ) experienced an unprecedented and extreme rainfall event, with Brisbane recording almost 800mm of rain during this time. The deluge wreaked havoc across the region, flooding towns and communities. As a result, the Port's navigational channel was also severely impacted.

Our thoughts go out to all impacted by the flood events in SEQ and northern New South Wales during this period.

During the event and in the weeks after, a multi-pronged response and recovery effort followed, under the direction of Maritime Safety Queensland (MSQ – Regional Harbour Master). PBPL and port stakeholders responded to assess the safety and operability of the navigational channel and worked with the authorities and our partners to ensure vital supplies could continue to come through the Port.

## Impact to the Port

Over 200 pieces of debris deposited in the Port's navigational channel, berth pockets and swing basins. Coupled with the dangerous river conditions – both water velocity and turbidity – this resulted in the Acting Regional Harbour Master (A/RHM) ceasing vessel movements for five days. PBPL's survey team commenced surveying critical areas within the channel and around port infrastructure as soon as it was safe to do so, under the direction of the RHM.

The first vessel movement in the Port was the departure of a tanker berthed at the Fisherman Islands Tanker Berth followed closely by the arrival of an urgent crude oil tanker; the vessel exchange necessary to bolster fuel supplies in the region. The successful vessel exchange was the result of extensive planning, simulation, and cooperation between the RHM, Svitzer, Ampol, Pilots, the ship's agents and masters, and PBPL's Operational personnel.

The Port's landside operations were only minimally impacted, demonstrating the resilience of our infrastructure. Port roads sustained only minor/superficial damage with no access limitations on the port road network, while rail movements in/out of the BMT were temporarily halted due to broader rail network issues (the BMT itself remained operational throughout).

## Engaging with port stakeholders

In the immediate lead up to the severe weather event and afterwards, PBPL worked closely with MSQ to provide regular updates to port stakeholders and the community. This included providing daily updates from Vessel Traffic Service (VTS) to waterside stakeholders, posting these to our website and social media channels and holding a major stakeholder forum on March 9 to outline the impacts to the Port and response to date.

We greatly appreciate the patience and understanding from the port community during this time. The strong, collaborative response enabled the Port to recover as quickly as possible.

### 23-28 February >

#### SEQ RAIN EVENT

Almost 800mm rain fell in Brisbane (Bureau of Meteorology)

### 27 February >

#### VESSEL MOVEMENTS CEASED

Acting Regional Harbour Master directive to restrict all movements

### 28 February >

#### IMMEDIATE RESPONSE

PBPL deploys survey vessels

### 3 March >

#### FIRST VESSEL MOVEMENTS

Fuel security the key driver



## Case study

### PBPL's Surveyors and Support Craft Crew

PBPL's Hydrographic Surveyors and Support Craft Crews were among the first permitted to operate in the Brisbane River following the flooding and were mobilised as soon as Maritime Safety Queensland deemed it was safe to do so.



Our teams had two roles – to survey the riverbed for sunken objects that would impact the navigable channels and to collect and remove floating debris that could cause damage to vessels and tugs. Our Marine Management team also worked closely with MSQ to define the priority areas to enable key shipping movements to re-commence.

They worked daily for the first two weeks during daylight hours, undertaking over 100 surveys and continuously processing the survey data, which would help inform decision-making.

Through the rapid mobilisation of our teams and close collaboration with MSQ, the towage company and port pilots, the Port was able to return to near-full operational status in two weeks. The flood response and recovery highlighted the resilience and flexibility of the Port's operational teams as well as a strong teamwork mentality. The concerted effort by our people, customers and stakeholders was recognised publicly by the State Government.

## Impact to Port



**204** objects

identified in navigable channels and berth pockets



**33** ships at anchorage

or off the coast – the largest number ever at Port of Brisbane

River current on the Ebb tide increased from



1 knot to

**5 knots**



**106** separate surveys

completed by PBPL 28 Feb to 15 Mar; equating to approx. 14.5 million sqm



Return to

**24/7** operations

at Fisherman Islands within 12 days



**2.945m** highest tide

at the Inner bar (2.623m predicted – usual high tide. 3.85m at Brisbane City gauge)

Vessel movements ceased for



**5** days

two vessel movements in first 7 days



Approximately

**2.1** million cubic metres

of sediment deposited in the Port's navigational channel

5 March >

#### LIMITED MOVEMENTS RESUME

Fisherman Islands only and less than 300m

15 March >

#### ALL-OF-PORT OPERATIONS RESUME

24/7 operations, some limitations on vessels longer than 300m and upstream of Fisherman Islands.

17 March >

#### MINIMAL RESTRICTIONS

24/7 operations, vessel size limits upstream of the Gateway Bridge



# People

## PROGRESS TOWARDS OUR 2030 FOCUS AREA GOALS

### 1. 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

- PBPL awarded Skilled Workplace Recognition status by Mental Health First Aid Australia
- 67 employees participated in the health assessment program offered through PBPL's Healthy Lifestyles Program.

### 2. 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

- ELT achieved 297 leadership behaviour reports

#### Lag indicator

- 2 Lost Time Injuries (LTIs)

### 3. 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  
(Hogans 360 surveys)

- Launch of PBPL's People Leadership Standard
- Launch of 'Management Fundamentals' suite of training modules for people managers and emerging leaders
- Digital upskilling program delivered to lift digital capability across the business, 18% of employees participated in training
- 16 employees commenced traineeships through Registered Training Organisations, 11 are completed

FOCUS AREA

2030 GOAL

FY22 PROGRESS



At PBPL, our people are key to our success, and we are committed to putting them at the centre of our business. We are focused on building an engaged team, delivering exceptional performance and recognise that our organisational culture is key to delivering on our vision and purpose for our people, stakeholders, and the broader community.

We prioritise our employees’ health, safety and wellbeing, and seek to create an environment where they can reach their potential each and every day. Attracting and retaining the right people with the right capabilities is imperative to enabling our business to grow and perform for all our customers and stakeholders.

## OUR 2030 PEOPLE GOAL: Create an engaged, diverse, and responsive culture.

### 4. 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

- While we saw a decrease in engagement and enablement levels during FY22, attributed to a significant period of transition for the business, they continue to align to the general industry score.
- 85% of employee responses in the Engaged Performance Survey said they understand how their work contributes to PBPL’s strategic priorities and goals (an increase of 2% on 2021) and 89% of respondents say they understand what is expected of them in their job (an increase of 3% on 2021)
- 90% of employee responses in the survey said they believe PBPL will be successful over the next 2-3 years
- 72% of employee responses in the survey said they would recommend PBPL as a good place to work

### 5. 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 noncompliance with legislation

- No incidences of material noncompliance with legislation during the year
- ISO Surveillance Audit (SAI Global) verified the continued certification of our management systems against ISO 9001:2015 (Quality), ISO 14001:2015 (Environment), and ISO 45001:2018 (Health and Safety).

# Safety first

**A 'Safety First' culture is at the heart of our business, and we strive to provide a safe workplace for all our employees, contractors and visitors.**

At PBPL we believe that safety is everyone's responsibility, regardless of position or seniority; this is underpinned by our values, policies, and practices. Our teams work across a range of settings – infrastructure, marine/operations, environmental work or within an office and are involved in the planning, development and delivery of projects or initiatives for PBPL, our customers and other partners.

## Health and safety

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. Our compliance training process ensures all our employees are provided with training to competently perform all aspects of their role in accordance with all regulatory requirements. This is supported by an automated reminder system which enables employees and managers to stay up to date with the training required for their roles. During the year, a total of 2,944.2 hours of compliance training was completed by employees.

We operate under an independently audited Health and Safety Management System which covers all employees and business activities. Our Health and Safety Management System is certified to the international standard ISO 45001:2018 and complies with all statutory obligations and expectations.

We recorded two (2) Lost Time Injuries (LTI) during the year for our employees. Our commitment to safety remains unwavering as is the recognition that we cannot become complacent; we will continue to target zero (0) LTIs across our workforce. In FY22, PBPL recorded a Lost Time Injury Frequency Rate (LTIFR) of 6.9 occurrences of lost time injury for each one million hours worked. This LTIFR is slightly better than the industry benchmark for our operations (8.3 occurrences of lost time injury for each one million hours worked).

## COVID-19

### SUPPORTING OUR PEOPLE

We have continued to respond to the ever-changing COVID-19 environment and complied with government health directives during the year to support the health and safety of our people and the port community.

This included substantial work with our *TSHD Brisbane* crew to minimise COVID-19 health risks, which was regularly reviewed and adjusted as required. This included increased testing and restricting visitors to the vessel during peak COVID-19 'waves'.

Our response was necessary due to the vital operational role the *TSHD Brisbane* performs at both the Port of Brisbane and for other Queensland ports as well as the fact that it routinely enters higher risk communities to perform its work, including northern Queensland where some areas have specific Queensland Health COVID-19 restrictions to protect local communities.

### TESTING AND VACCINATION CENTRES

We were pleased to support the Queensland Government's public testing and vaccination efforts by making various PBPL-operated facilities available to the port and general community, operated by Queensland Health and its partners.

In September, the Brisbane International Cruise Terminal opened as a walk-in mass vaccination hub for the general community. This was followed by the opening of an additional pop-up hub for the port community and their families at our Multi-User Terminal in November, supporting the government's vaccination efforts.

Truck drivers were able to access drive-through COVID-19 testing at the Brisbane Multimodal Terminal as part of widespread government and industry efforts to protect critical supply chain workers. Testing facilities were briefly expanded at our Multi-User Terminal in February and March, during the first Omicron wave, to include port workers and the general public.

We thank the Queensland Government, its health contractors, and the port community for their support during this time.

### Lead and lag indicators

	FY20	FY21	FY22
Leadership behaviour reports	319	367	297
Lost Time Injuries (LTIs)	3	0	2
Lost Time Injury Frequency Rate (LTIFR)	7.1*	0	6.9
Near miss reports	312	308	272

\* YTD dates reviewed and updated. FY20 LTIFR = 7.1.

Images, clockwise from top:  
BICT as a COVID-19 mass vaccination hub;  
PBPL's Neil Stephens and Peter Keyte were joined  
by Queensland's Health Minister Yvette D'Ath, (then)  
Chief Health Officer Jeanette Young at the BICT.

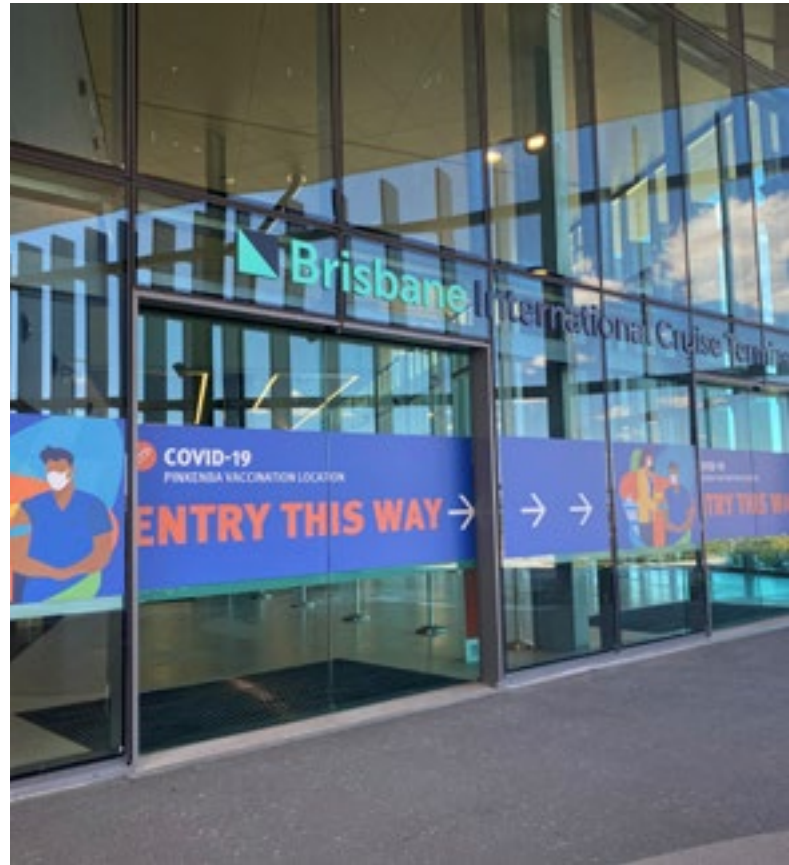


## Working with the port community

We work closely with our customers and other partners to support safety and security within the port. Through our Annual Pulse Check survey, our key stakeholders have told us that they believe this is the most important issue for the Port. Road safety remains a key safety focus at the Port, with thousands of vehicles using port roads every day, including many heavy vehicles. We work with road authorities and our partners to promote road safety and better driver behaviours within the Port's road network through communication, initiatives, and infrastructure improvements.

We also work with regulators associated with waterside operations, including Maritime Safety Queensland and the Australian Maritime Safety Authority, to support their initiatives and requirements at the Port.

Our Health and Safety team also collaborate with customers, partners, and regulators through their participation in industry associations including both the Australian Logistics Council and Ports Australia's Workplace Health & Safety Committees as well as the Transport Safety Network, a group facilitated by Workplace Health & Safety Queensland.



# Health and wellbeing

**Like many organisations, we have continued to navigate the challenges of COVID-19 and its effects on our people and their families, at work and in their personal lives.**

In addition to putting in place measures to protect their physical health, we have also focused our efforts on supporting their mental health and wellbeing. We understand that our people are seeking greater flexibility and work-life balance, and we are supporting and encouraging them to achieve this.

## Mental health

During the year, PBPL achieved Skilled Workplace Recognition by Mental Health First Aid Australia, the first Australian port to achieve this accreditation. The program recognises workplaces for their commitment to Mental Health First Aid training along with the successful implementation of actions in the workplace to support mental health first aid.

In total, 18 people – or approximately 10% of our employees – have received Mental Health First Aid accreditation (as our recognised 'Mental Health First Aiders') while all Executive Leadership Team members and Managers in the business have completed mental health training, which is mandatory training at these levels. While our Mental Health First Aiders provide valuable support to their colleagues, we also ensure that they have the appropriate support through quarterly catchups and opportunities to connect and check-in with an external expert who can provide additional guidance and share learnings.

We have also completed other actions to embed mental wellbeing into our organisational culture and taken action to support our people. Our Employee Assistance Provider – Gryphon Psychology – continues to provide important support services for our employees and their immediate family. In addition to its telephone service, Gryphon Psychology offers free-of-charge Information Sessions for our people which are advertised internally.

## Healthy Lifestyle Program

Our long-established Healthy Lifestyle Program is highly valued by our people and provides a range of benefits including access to annual flu vaccinations, skin checks, health programs and professionals.

A cornerstone of the program are the voluntary health assessments offered to all employees through our provider, Ford Health. Offered annually and subject to eligibility, employees can participate in either a two-hour assessment at Ford Health's clinic or a one-hour assessment at a PBPL worksite; both programs include time with an exercise physiologist and medical practitioner to evaluate aspects of their health and wellbeing.

During the 2021 calendar year, 67 PBPL employees participated in the health assessment program, up from 60 in 2020. Of these, 6% were new to the program. On average, a participant from PBPL has attended 7.7 health assessments; this positive response indicates that employees value their assessments by continuing to return to the program each year. Although program participation remains relatively stable over time, COVID-19 and work from home protocols have continued to be a significant impacting factor on overall participation rates. We continue to try to engage new employees and those who have not yet participated in the program.

While individual assessments are strictly confidentially, de-identified participation data received by PBPL assists in the ongoing evaluation of the program and helps us to identify future improvement opportunities, areas of focus and the program's ongoing success.

Images, from top:  
"Conversation starter" PPE; Our team attending the annual 'Mandate' event with long-term partner, the PA Research Foundation.





## Case Study

### Promoting regular skin checks

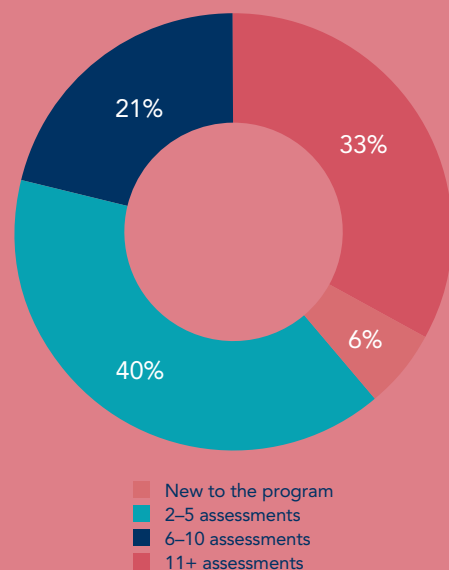
One of the items included in our Healthy Lifestyle Program Health Assessments is an annual skin check conducted by a qualified health professional from our provider, Ford Health.

The skin checks are available to all employees and offered at a PBPL worksite or at the Ford Health clinic.

In 2021, 52 employees received a skin check through the Healthy Lifestyle Program. Of these, 13% of employees indicated that they had not undergone a skin check in the previous 12 months, demonstrating the value of bringing this initiative directly to our employees.

At PBPL, protection from the elements, including sun, is identified as an important risk mitigation measure due to the well-established health risks from prolonged exposure. Regular skin checks, as well as the requirement to wear appropriate PPE on PBPL worksites, is an important initiative that we encourage for all our employees through the Healthy Lifestyle Program.

#### Health assessments completed by individual participants over time\*



\* The data indicates how many assessments the 2021 participants have individually completed while employed at PBPL.

# Working with us

## Our culture

**We know that our culture is intrinsically linked to our performance and our success. This year, we have focused on laying the foundations to support a high-performing organisational culture underpinned by our values and aligned to our business strategy.**

The development and launch of PBPL's new Thrive business strategy necessitated a review of our existing Culture Strategy, and we recognised opportunities to better align our culture and the organisation's aspirations.

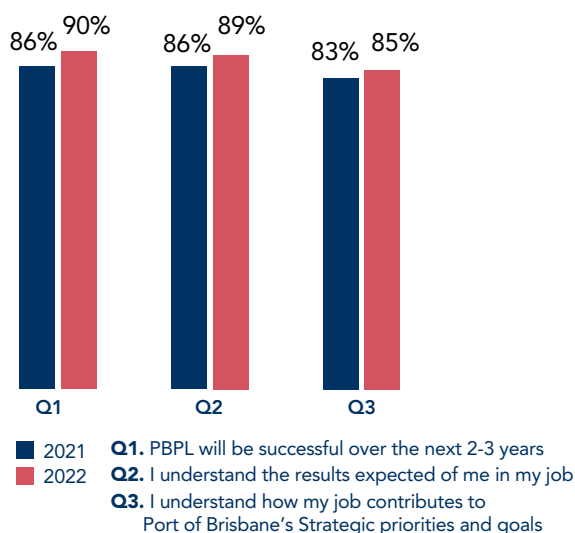
Keeping a finger on the pulse of our organisation's culture remains important. Approximately every 12 to 18 months we undertake an Engaged Performance Culture Survey, which provides important insights into employee engagement and our organisational culture. Our July 2021 survey provided important insights into the satisfaction, engagement, and enablement levels of our people. Our July 2022 survey has continued to build on this, and the outcomes will help us identify areas for improvement and opportunities to drive positive change across the organisation.

The July 2022 survey engagement and enablement results aligned to a year of significant transition for our people and our business, and while lower than in previous years they remain in line with general industry scores. We are focused on improving engagement and enablement, and our immediate actions include resetting the foundations of our Culture Strategy to ensure it aligns with PBPL's aspirations, ensure our organisational structure supports both our strategic ambitions and business-as-usual operations, and to ensure our employees are supported by the right systems and processes.

In July 2021, we launched a new online performance management tool for all employees, designed to help our people better understand how they contribute to the performance and success of our business. The new system extends beyond setting and measuring performance goals to help support enriching conversations between our people and their managers around their current work and future individual and team goals and aspirations. It is viewed as a key enabler to the cultural step change we are seeking to support at PBPL.

Implementation of the new performance management tool also supported alignment of performance goals to PBPL's 4 strategic pillars: People, Prosperity, Planet and Partnerships. This ensures everyone is working towards the same strategic goals and enables us to report on progress against each pillar at a Company level. It also aligns to the highest scoring items in the survey and where the business' strengths lie, as indicated in the graph below. We have seen an improvement in our people's understanding about how their work contributes to PBPL's strategic priorities and goals, with a strong belief that the business will continue to be successful into the future. We will continue to work on addressing issues that our people tell us need further improvement including communication and greater enablement when it comes to decision making within the business.

## Connecting our people with PBPL's strategic goals and priorities\*



\* Data from selected questions from PBPL's Engaged performance survey 2022.

## Engaged Performance Culture Survey

	ENGAGEMENT LEVEL				ENABLEMENT LEVEL			
	March 2018	November 2019	July 2021	July 2022	March 2018	November 2019	July 2021	July 2022
PBPL	72	71	69	66	71	72	70	69
High performing norm	73	74	73	73	72	73	73	73
General industry score	68	67	66	66	68	67	67	68

## Diversity and inclusion

Our workforce of 177 employees spans 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. Led by our Board-endorsed *Diversity and Inclusion Policy* and its supporting programs and initiatives, we are committed to providing an environment where all our people feel safe, valued and are treated with dignity and respect.

We have focused significantly on improving the diversity and inclusivity of our workforce and workplaces. We have increased female participation within PBPL: almost half of new employees hired were female, including in senior operational and trade-facing roles for the first time.

Like many organisations, we have continued to encourage and embed flexibility into our way of working at PBPL, supporting our existing employees, and ensuring we can continue to attract and retain diverse and qualified people.

We are proud of two leading initiatives introduced to further support our people, particularly those starting or growing their families. Our employees now benefit from equal access to parental leave entitlements for all parents, regardless of gender or whether it is a foster, surrogate or adoptive journey. PBPL also now pays superannuation on all parental leave within the first 12 months – whether it is paid or unpaid.

Our Diversity and Inclusion Survey was conducted in December, seeking to understand employee sentiment and knowledge when it comes to diversity and inclusion at PBPL; particularly in relation to Aboriginal and Torres Strait Islander People and their cultures and histories. The survey is informing future initiatives, including the evolution of our Reconciliation Action Plan.

26 new employees welcomed;



**48%** female



**5** women

in senior operational and trade-facing roles for the first time



**Industry-leading**

paid parental leave access and superannuation policies

As part of our commitment to providing a workplace where physical and psychological safety comes first, we also provide annual training on respectful workplace conduct for all employees. In FY22, 83% of employees completed this mandatory training. Our *TSHD Brisbane* crew will complete the in-person training when they next call in Brisbane.



## Working with us

### Workforce capability

We recognise that we must continually invest in our people to support their professional growth and development while ensuring that we continue to retain and upskill our talent to help the business to achieve its strategic goals.

We offer a broad ranging learning and development program including compliance, operational, digital and cultural modules, delivered either in-person or virtually as appropriate. We invested approximately \$177,000 in learning and development programs during the year and on average, our people completed approximately 38 hours of training. The higher average training hours for male employees can be attributed to the fact that a significant amount of training was for operational areas of the business, which are predominantly male. COVID-19 also impacted the number of employees able to participate in face-to-face training, particularly development training (non-operational training), which impacts a higher proportion of women in our business. To address this, we have sought to bring more development training in-house or deliver it virtually to continue providing these development opportunities and enable greater participation.

This year, we welcomed 26 new employees into our business as we seek to ensure we have the right skills, capabilities, and expertise to help the business deliver on our ambitious Thrive strategy. Like many organisations we have navigated a tight employment market, which has created both opportunities and challenges in attracting talent.

We have adopted a new online system to assist with our recruitment efforts. Launched in stages, the new system is helping to make our recruitment and onboarding processes more efficient while enabling us to better communicate our employee value proposition and deliver an authentic and positive candidate experience.

### LEADERSHIP

During the year we developed PBPL's People Leadership Standard, designed to provide our People Leaders with a clear framework and the support required as we seek to grow our leadership capability.

The People Leadership Standard was launched at a Leadership Forum in June, providing our people managers and leaders with an opportunity to input into the standard and behaviours we expect and nurture at PBPL. Attendees had the opportunity to work in groups and discuss practical aspects of our values and cultural aspirations; collectively contributing to shaping our work culture and setting a commitment for self-development for the upcoming year.

To further equip our people with the tools they need to be great leaders, we launched our Management Fundamentals training program in early 2022. Designed for our people managers and emerging leaders, the program comprises a series of half-day development modules that cover a range of topics tailored to the challenges our people navigate as leaders.

### UPSKILLING

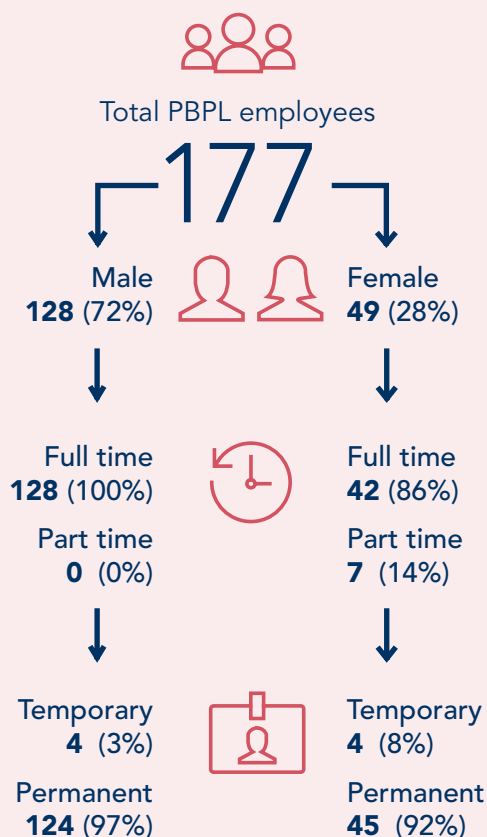
We have continued to invest significantly in training and development opportunities for our people through our traineeship program. This year, 16 employees from across the business — in both operational and office-based roles — undertook further qualifications with Registered Training Organisations, from Certificate 3 to Diploma. To date, 11 employees have completed their traineeships.

Last year, we conducted a digital skills census which provided valuable insight into how our employees viewed their levels of digital literacy. While 84% of employees viewed improving their personal digital skills as important to business success, only 12% considered themselves to have an 'expert' level of proficiency (54% considered themselves to be proficient and 30% developing their knowledge).

As a result, this year we introduced a new Digital Upskilling Program to lift digital capability across the business to improve confidence and productivity; 18% of employees have participated in the training to date.

In 2018 we commenced a targeted \$1m upskilling program to align the qualifications of our *TSHD Brisbane* and relief crew with the new Australian Maritime Safety Authority (AMSA) manning certificate, which will take effect in 2023. Over the five years, 15 employees will have upgraded their qualifications via short courses or on-campus university study. This program has taken significant effort from our Marine Management and People & Performance teams and support from their families. While many have now completed their studies and obtained their new qualifications, others are currently studying or will be commencing shortly. We look forward to seeing our final group of employees completing their studies next year.

## Total employees by gender and employment category\*



\* As at 30 June 2022

## Employees by age and employment category

Employment category*	Age		
	Under 30	30-50	Over 50
Permanent	5%	54%	37%
Temporary	1%	2%	1%

\* As at 30 June 2022

## Our Board and Executive Leadership Team

	Gender*	Age		
		Under 30	30-50	Over 50
Male	67%	0	13%	54%
Female	33%	0	20%	13%

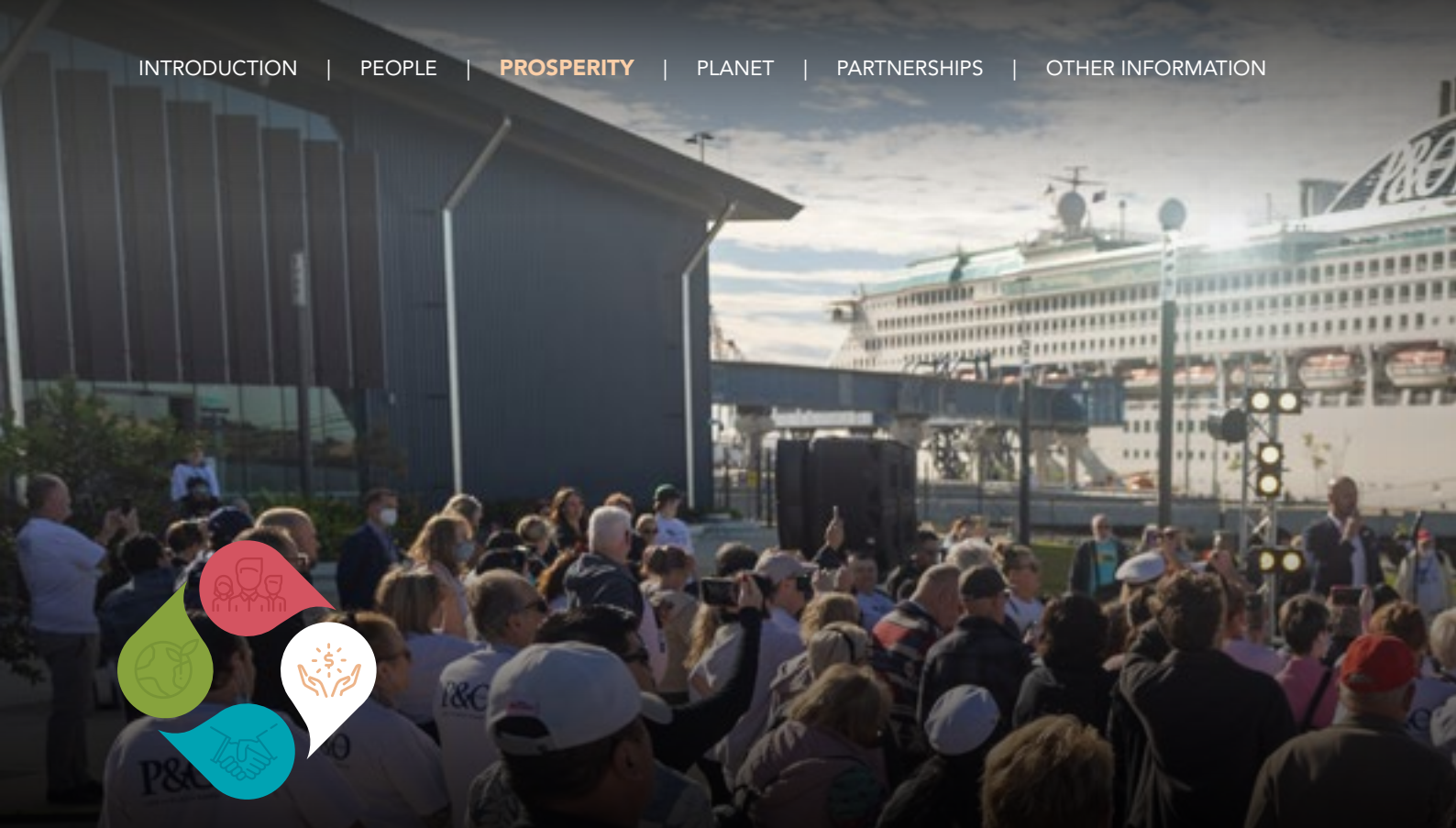
\* As at 30 June 2022

## Average training hours by gender

Gender	Average Training Hours		
	FY20	FY21	FY22
All	23.19	48.11	38.1
Male	20.93	54.12	43.9
Female	30.34	30.44	22.9



Image: Our Leadership Forum in June.



# Prosperity

## PROGRESS TOWARDS OUR 2030 FOCUS AREA GOALS

FOCUS AREA

### 1. 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.

### 2. Asset management

We are responsible for managing over \$6 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.

### 3. 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.

2030 GOAL

Achieve a minimum  
**4-star** 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

FY22 PROGRESS

- All new property developments achieved a minimum 5-star equivalent rating
- 100kW solar systems installed on all new developments as standard

- 75% of PBPL asset classes recognised and formulated into the Asset Register
- Continued progress in development of an Enterprise Asset Management System (EAMS) to make informed decision how to manage PBPL assets considering risk, cost and performance, including a Works Management System Proof of Concept

- 1.1% rail modal share in FY22, which continues to decline as overall port volumes grow
- Scoping work underway for channel enhancement



We are proud of our record in providing world-class supply chain infrastructure that underpins Queensland's trade and economic growth story.

Working with our customers and stakeholders, we will continue to support regional growth and prosperity through long-term

investment that ensures Port of Brisbane is never the limiting factor for trade on the east coast of Australia. This includes working with new and existing port customers to deliver sustainable port development that supports their long-term growth and that of the Port.

## OUR 2030 PROSPERITY GOAL:

**Deliver efficient and sustainable economic growth**

### 4. Sustainable procurement

Ensuring that the goods and services we source externally are also sustainable, reducing 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

- Published our second Modern Slavery Statement
- Established our Modern Slavery Steering Committee
- Developed a 3-year action plan to guide our response to modern slavery
- Implemented a major new purchasing system to improve financial controls and oversight of PBPL purchasing including review of payment terms
- Reporting under the Payment Times Reporting Scheme

### 5. 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**

- ICT systems upgrades
- Conducted Cyber Security Culture Internal Audit



# Trade Overview

**As the state's largest container and multi-cargo port, and the closest major east coast trading port to 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 dedicated 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.

Unfortunately, many of our customers and supply chain stakeholders continued to face challenges due to COVID-19 during FY22. Major fluctuations in trade volumes due to international port congestion, caused mostly by global COVID-19-related issues, led to some shipping delays or restrictions and again put pressure on many of the Port's supply chain operators. However, our customers and supply chain partners again managed the COVID-19-induced 'trade spikes' exceptionally well, particularly in the container sector, once again demonstrating the resilience of the Port and port partners.

## Trade overview

Overall trade tonnages increased over FY22, with increases in agricultural exports featuring predominately after drought breaking rains over much of our hinterland in 2021 and 2022. Overall trade tonnage reached 32,048,254 tonnes in FY22, a 9.3% increase on the previous year.

Overall, container volumes continued to increase, with total TEU (including empties and transhipments) reaching a record 1,536,196 TEU. Import container volumes were similar to FY21 volumes, though there were ongoing supply chain disruptions caused by COVID-19 and other events including the South East Queensland flooding in late February/early March. While full import containers had an average year in terms of growth, the high demand for consumer goods, white goods, electrical, and building goods that has been driving high volumes for the last two years remains in place. The FY22 full import container volumes reached 668,012 TEU, a 0.1% reduction on FY21 volumes.

Full export container volumes increased by 7.2% to 341,858 TEU, with agricultural export volumes again increasing notably in FY22 as the effects of the ongoing drought eased. Exports of grains including wheat and sorghum were very strong, and were the leading commodities in FY22, surpassing refrigerated meat and cotton, which are traditionally the highest volume commodities.

It was the same situation with bulk grain exports, with the Port seeing a record high tonnage of 2,036,954 tonnes shipped over the year.

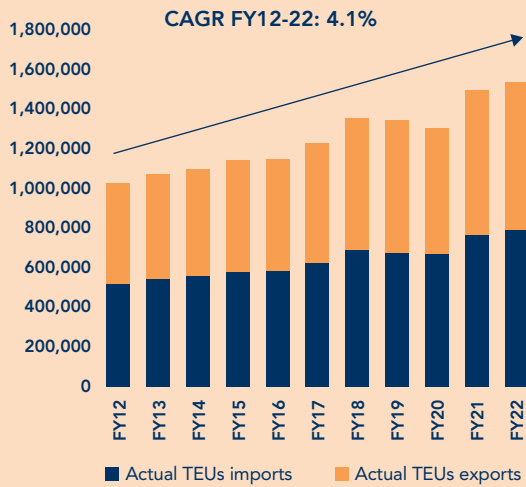
Motor vehicle imports remained constrained by overseas manufacturing restrictions caused by the low availability of key parts (particularly semi-conductors). However, local consumer demand increased during FY22 and while the Port's total import volumes approached pre-COVID-19 levels reaching 224,361 units, it recorded a 3.2% decrease on FY21 volumes.

In the wet bulk sector, the Ampol Refinery returned to full production, with imported crude tonnages reaching 5,013,718 tonnes. Refined fuels made up any demand shortfall and a total of 3,186,196 tonnes were imported.

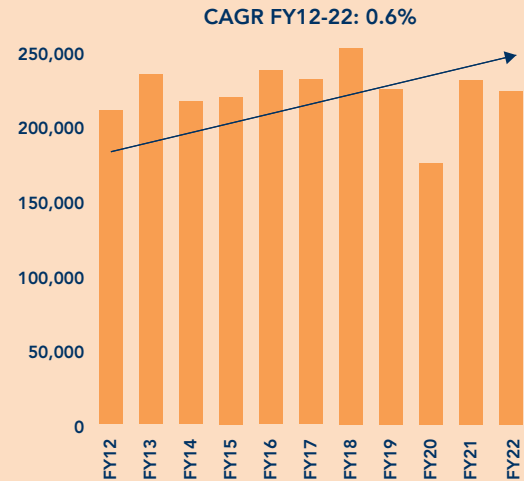
We continued to work closely with customers seeking short-term cargo storage opportunities on Fisherman Islands. Historically, our short-term storage options have supported South East Queensland (SEQ) projects, allowing customers to store oversized items such as construction, engineering, and wind farm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



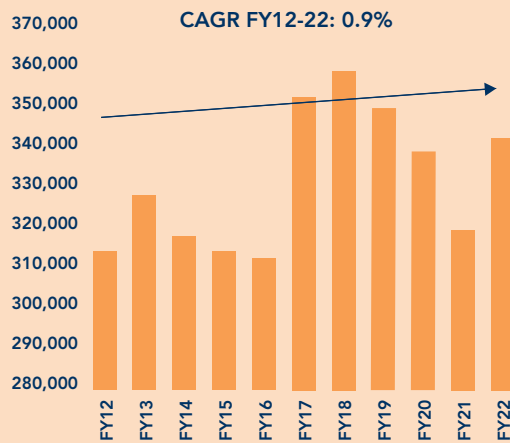
## Total containers (TEUs)



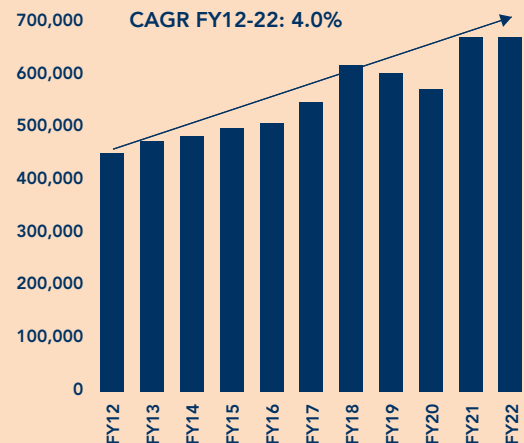
## Motor vehicle imports (units)



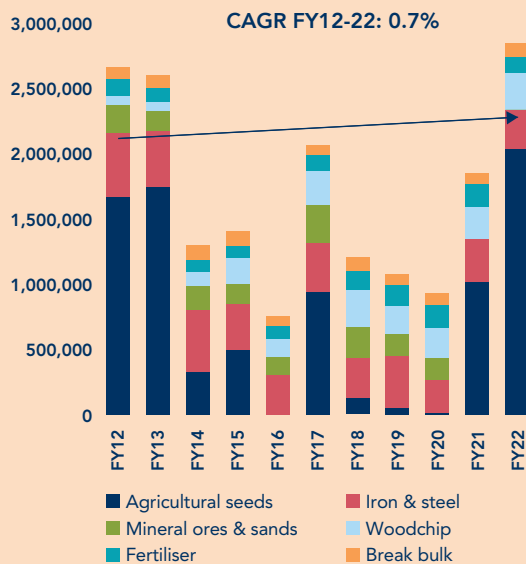
## Full container exports (TEUs)



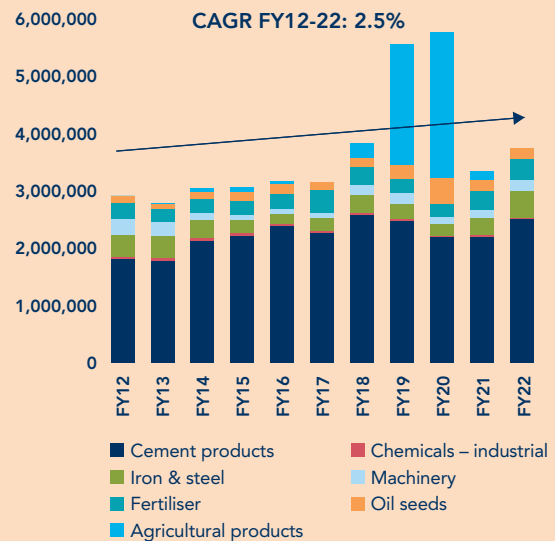
## Full container imports (TEUs)



## Key dry bulk exports (tonnes)



## Key dry bulk imports (tonnes)



## Trade Overview

Port of Brisbane has established its position as a trusted partner of choice for major renewables projects located in southern and western Queensland. This includes collaboration with Vestas, the world's largest installer and maintainer of wind turbines, and RES's Dulacca Wind Farm components arriving since April of this year.

The 181 MW project comprises of 43 V150-4.2 MW Vestas wind turbines and is being constructed across several farms between the towns of Dulacca and Drillham in SEQ. It is approximately 250kms west of Toowoomba and once commissioned, it is anticipated to generate energy to power up to 124,000 homes.

Drawing on previous experience, PBPL collaborated with all stakeholders – including the project Engineering, Procurement and Construction lead Vestas. In addition, we worked closely with our customers AAL Shipping, AAT, Qube and LCR to ensure that the oversized cargo, including blades of up to 74.3m long, was safely unloaded from the vessel and transported to the laydown storage area as efficiently as possible.

This involved allowing access for the components to be trucked over the Car Precinct Flyover, providing direct connectivity from the AAT terminal to Whimbrel Street where the storage facility is located. This ensured a faster and more efficient delivery of components. Importantly, using the Flyover also minimised disruption along Port Drive, one of two major routes in-and-out of the Port, and vitally important for other stakeholders and port users.

Congratulations to all on the successful completion of this work.

### Case study

## Dulacca Wind Farm





Transport of Dulacca Wind Farm componentry over the Car Precinct Flyover

#### Overall tonnage



**32,048,254** tonnes of trade

an increase of 9.3%

#### Total containers



**1,536,196** TEUs

an increase of 2.8%  
(includes empties and transhipments)

#### Full export containers



**341,858** TEUs

an increase of 7.2%  
(excludes transhipments)

#### Full import containers



**668,012** TEUs

a decrease of 0.1%  
(excludes transhipments)

# Supply chain efficiency and port access

**As Port Manager, we proactively manage road, rail, channel and infrastructure assets to optimise port access and port stakeholder supply chains. This 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.**

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.

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 the navigational channel's maintenance dredging material while bringing on new port land. This was of particular importance this year with major flooding of the Brisbane River resulting in the deposition of over 2,000,000m<sup>3</sup> of fine sediment within our major port shipping area with most of this destined for placement in the FPE. The FPE provides vital, significant additional capacity over the long-term to support projected trade growth and meet market demand.

Our world-leading technology, NCOS Online, has enhanced marine access and delivered other benefits for PBPL and our customers. The construction of a second swing basin in 2018 and increased capacity at the Grain Wharf through the completion of the BICT has added value to our customers and the supply chain through capacity, productivity and efficiency benefits.

The underutilisation of freight rail remains a significant challenge to the Port and our customers as well as the broader SEQ community in terms of its liveability and environmental impacts. In FY22, 1.1% of containers moved through the Port on rail – a further decline on the previous years (approximately 1.7% in FY21 and approximately 2% in FY20) and well below global standards of around 20-30%.

## Landside

PBPL is 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 (NHVR). As Manager for port roads, we work closely with our customers, transport operators and road authorities – particularly the NHVR and Queensland Department of Transport & Main Roads (TMR) – as well as the Queensland Police Service (QPS) to understand their future operational requirements and improve efficiencies where it is safe to do so.

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

## OSOM operators

We continue to work with operators of over size, over mass (OSOM) loads to identify opportunities for efficiencies without compromising safety on port roads.

## DATA-DRIVEN ROAD MAINTENANCE DECISIONS

During the year we continued to work with three customers – Silk, QUBE and ACFS – to trial the installation of an 'Orb' device in Super B-Doubles. The Orb device was fitted into the cabin of a small number of vehicles over an 18-month period, recording the weight data captured by the vehicle's own weigh scale device as well as the vehicle's routes within Fisherman Island. With the impact these vehicles have on port roads, PBPL is considering how this data may be used to inform road maintenance decisions and planning. We will continue to work collaboratively with our customers during this trial and thank them for their ongoing support.



## Case Study

### LED lighting upgrades

Around 80% of all street and storage/terminal area lighting operated by PBPL at the Port of Brisbane is now LED, following upgrades at the Multi-User Terminal, GP Berth and Coal Wharf.

We are trialling the installation of Smart PE cells on the GP Terminal, enabling us to remotely operate the lighting. Pre-set timing automatically dims the lights overnight to 50% output while the remote operations automatically send notifications where there are faults, failures or other issues identified by the system. It has enabled us to reduce power consumption at the GP Berth by a further 25%, with additional savings possible through further optimisation of the lighting levels.

Over 14 years – the average life of our LED lighting – the LEDs at the Multi-User Terminal, GP Berth and Coal Wharf will save approximately 970MWh of power compared with our previous use. That's the equivalent of powering 134 homes every year.

It will also deliver cost savings associated with reduced capital expenditure and maintenance costs as well as reduced power draw from the grid.

#### PCVs

In April, PBPL provided consent to permit 42-metre, 6-TEU port container vehicles (PCVs) to operate on a defined route on Fisherman Islands following an earlier trial in late 2021, providing important productivity and efficiency gains for operators. We invested approximately \$140,000 to deliver selected road infrastructure modifications on the route to improve its safety and efficiency.

#### Dedicated port freight rail connection

We continue to advocate at all levels of government to connect the Port of Brisbane to the Inland Rail project via a dedicated freight rail connection, which would deliver significant community, environment, and industry benefits. In April, we commissioned an Origin/Destination Study of container movements within our trade catchment.

The newly elected Federal Government is undertaking a full review into the project. PBPL looks forward to participating in the review to continue to advocate for the Port and our stakeholders.

A dedicated freight rail connection to the Port of Brisbane remains central to our long-term strategy to enhance inland supply chains and support long-term growth for the Port, our customers and our supply chain partners.

#### Water and sewerage services

In October, PBPL became responsible for water and sewerage metering and billing arrangements for customers following the introduction of Urban Utilities' *Simpler Pricing Initiative* for all its non-residential customers. As a Registered Water Service Provider, PBPL is responsible for providing customers with safe

and reliable water and wastewater utility services for customers within our Fisherman Islands, Port Gate and Port West precincts.

Throughout the transition, PBPL engaged with customers and Urban Utilities to understand the impacts and to ensure the required systems and processes were in place.

We are currently investigating opportunities to better manage PBPL's water consumption, including remote water meter monitoring, to enable us to better support our customers in tracking their water consumption, assist us in identifying potential leaks, and improve billing accuracy and efficiency. This remote monitoring is expected to be completed in August 2022.

#### New construction materials

Over recent years, we have increasingly considered 'optioneering' around construction materials and methodologies used in port improvement works to reduce our impacts without compromising safety or performance. This includes the current Wharf 1-2 Relieving Slab replacement project, where a range of replacement and remediation options were considered to balance the trade-offs between long-term durability, operational disruption, load-carrying capacity, and whole-of-life costs.

We recently completed a stage 1 trial with Edconcrete using concrete additives – carbon nanotube technology – in approximately 80m<sup>2</sup> of above-ground concrete to replace a section of crossover on Bingera Drive into the Port's rail loop. The additives have demonstrated increases in compressive strength, reduced permeability, and improved abrasion resistance, amongst other benefits. The 12-month assessment during FY22 demonstrated the viability of the product.



## Supply chain efficiency and port access

### Waterside

#### Future Port Expansion Area

##### LAND DEVELOPMENT

Ground improvement works commenced on the B1 paddock in our Future Port Expansion (FPE) area during the year; the next step in bringing approximately 12ha of new land online on the eastern side of Fisherman Island. Construction started in April and the works will continue throughout FY23. The land will then be under approximately 1,000,000m<sup>3</sup> of surcharge for approximately 18 months to improve the capacity of the ground. Following this, the surcharge material can be removed allowing this area to be developed.

##### BOOSTER PUMP TRIAL

During the year, our Infrastructure and Marine teams trialled the use of a booster pump in the FPE area to assist the placement of material in the Port's reclamation area. The booster pump worked in conjunction with the pumps on board the *TSHD Brisbane* to improve the capability, capacity, and efficiency of the operation.

The initial trial results indicated a saving of approximately one hour for each pump out, delivering over 10% fuel savings and subsequent emissions reductions.

##### Seawall top-up

In December, works commenced on the planned upgrade of a 1.5km section of the FPE perimeter seawall. The FPE seawall, at the end of Fisherman Island, was first constructed in 2005 with a key function to protect the Island from erosion and other impacts from its Moreton Bay surrounds over time. The seawall is approximately 4.6km long and extends approximately 2km into Moreton Bay from the existing shoreline.

This planned upgrade is the second since the seawall's construction, with the first upgrade completed in 2013. The upgrades are necessary as the perimeter seawall is constructed on very soft, deep and highly compressible marine clays which naturally settle over time.

While the works have been impacted by delays associated with the flood and rain events in early 2022, they are anticipated to be completed in late 2022.

The Grey-tailed Tattler's habitat was also considered as part of the design and construction for the top-up of the FPE's outer perimeter seawall – an area the birds use to rest and feed before returning to their northern hemisphere breeding grounds.

Works were scheduled for the cooler months for areas of the wall used by the shorebirds to minimise impacts, and the materials selected for the upgrade are designed to discourage weed growth. By considering this in the current upgrade, we're providing even more habitat for this important migratory shorebird.

#### Wharf infrastructure improvements

##### WHARVES 1 AND 2

Works are ongoing to replace the relieving slabs for Wharves 1 and 2, operated by AAT, after long-term durability issues were identified. Our contractor, Pensar, replaced the existing slabs with pre-cast concrete slabs, which also increased the capacity of the original design to enable heavier breakbulk loads to be transferred across the wharves. While delivering vital improvements, this will also help support our customers respond to the trend towards heavier loads and bigger components we see coming over the wharves.

### Case Study

#### Beneficial material re-use and our Shorebird Roost

During the year, we reconstructed the rock revetment walls at the Coal Wharf and Grain Berth.

We identified an opportunity to beneficially re-use more than 1,585 tonnes of rock and 150m<sup>3</sup> of concrete – relocating it to our Shorebird Roost instead of sending it to landfill.

The material was used to create rock habitat preferred by the migratory shorebird, the Grey-tailed Tattler, and reinforce an existing embankment, with the creation of this habitat identified within the Port of Brisbane Shorebird Management Plan.

## PORT NORTH COMMON USER BERTH

Works have commenced on an upgrade to our Port North Common User Berth (PNCUB). Electrical and civil upgrades are being delivered to extend the life of the infrastructure, including the access jetty, mooring dolphins and piles. Works are also underway to design firefighting safety upgrades at the facility.

## NCOS Online

### LARGER VESSELS

Since its introduction in 2017, NCOS Online has been 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 since this time, 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 Regional Harbour Master (Maritime Safety Queensland).

We meet weekly with stakeholders regarding scheduling for larger vessels and seek to identify potential issues or efficiencies to assist with their planning. Following the opening of the BICT, this now incorporates the cruise ship schedule and any potential impact of arriving or departing cruise ships and available tidal windows for other commodities.

### Vessels with an LOA of over 300 metres

CALENDAR YEAR	VESSEL MOVEMENTS
2019	95
2020	224
2021	199
2022*	88

\* To 1 July 2022

## SUSTAINABLE SEDIMENT MODULE

We're continuing our work with a SEQ water authority to develop and trial a Sustainable Sediment module using our NCOS Online technology; a predictive model to better understand how sediment travels and deposits. The new module is designed to be applicable in different marine environments including the Port's navigational channels, rivers, canals and marinas.

Subject to acceptance and approval by stakeholders, the new module has the potential to improve the efficiency of our maintenance dredging and optimisation of the navigational channel more broadly. Our project partner has trialled the technology, which performed well in operational conditions.

## Vessel refits

During the year our Marine Maintenance team oversaw a major refit of our support craft including the clamshell dredger, *Ken Harvey*, the split hopper barge, *Sampson*, and the tug vessel, *Frank Wilson*. Working with a new contractor, the team considered new ways to complete the work, including using water blasting as opposed to abrasive blasting to treat the vessels' surfaces, which minimised the environmental impact and delivered a higher quality finish. The work has significantly extended the working life of the vessels, ensuring they remain operationally safe for many years to come.

Wharf 1 and 2 works, delivered by Pensar



# Brisbane International Cruise Terminal

**The Federal Government's restriction on international cruise ships entering Australian waters was lifted on 17 April, closely followed by the Queensland Government announcing its support for the resumption of cruising in the state.**

Following the two-year 'pause' in cruising due to COVID-19 restrictions, the Brisbane International Cruise Terminal (BICT) opened its doors to passengers on 2 June, welcoming P&O's *Pacific Explorer* into Brisbane. This was followed by the *Coral Princess* on 16 June, the BICT's first homeport vessel.

The cruise industry remains subject to specific COVID-19 protocols under directives from the Australian and Queensland governments. While it is predominantly the responsibility of the cruise lines or other stakeholders to manage these, the BICT operates in full adherence to all relevant COVID-19 requirements.

## Operational readiness

Certainty around a resumption date enabled PBPL to implement its final stages of operational readiness preparations to support the opening of the BICT and the restart of cruising out of Brisbane.

A coordinated approach from across the business, led by our dedicated BICT Team, worked with key partners across all areas including operations and logistics, security, technology, accessibility and passenger experience, ground transport and commercial aspects. We worked particularly closely with Carnival Australia and its key partners as well as our own BICT partners and contractors during this period.

We continued to engage with local residents as well as a wide range of stakeholders including ground transport operators, holding drop-in orientation sessions for taxi drivers and coach/shuttle operators.

A formal trial exercise on 20 May brought together all major stakeholders and almost 200 'passengers' to test the facility ahead of the first vessel, aiming to put the facility through its paces and to identify areas for improvement. The exercise was developed collaboratively between PBPL, Australian Border Force and the Department of Agriculture, Water and Environment, with other key partners also actively participating.

## The 2022/23 cruise season

In total, there are over 20 vessel calls scheduled between 2 June and end-September, which marks the end of the 2021/22 cruise season.

Bookings for the 2022/23 cruise season are currently strong and approaching pre-COVID-19 volumes, underpinned by our agreement with Carnival Australia, our Foundation Partner.

## Case Study

### Welcome, Pacific Explorer!

On June 2, we welcomed P&O's *Pacific Explorer* which arrived from Sydney carrying approximately 1,482 passengers – the first to call into the BICT.

Working closely with our partners from Carnival Australia, passengers were treated to a mini concert by Australian singer, Ricki-Lee Coulter, and a large contingent of local media.

The formalities commenced with a moving Welcome to Country and smoking ceremony before Queensland Premier, Annastacia Palaszczuk, officially opened the new facility. PBPL CEO, Neil Stephens, and the Premier were joined by Deputy Premier Steven Miles, Lord Mayor Adrian Schrinner and Carnival Australia President Marguerite Fitzgerald.





The BIC's official opening



# 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* along with planning tools such as the *Brisbane Port Land Use Plan 2020* and *Technical Guidelines 2021*. Where practical, we seek to incorporate best practice and innovative 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

Our 89ha Port West Industrial Estate in Lytton, approximately 6km from the Port's terminals and wharves, is approaching capacity following another year of significant development activity. With only one land parcel remaining in Stage 1 of the estate, nine national and global businesses call Port West home, cementing its position as South East Queensland's premier industrial estate.

Work continued on Port West Estate Stage 2 – 31ha of land adjoining the existing estate. In total, Stage 2 will bring approximately 27 ha of new land online for new customer facilities, delivered progressively to support demand. Estate master planning and approvals were completed during 2021, enabling the first sections of new land to become available to the market during 2022.

Improvement works on a 9.5ha section of land were completed during the year, with this land now ready for development with additional land under surcharge.

Approximately 13ha of land is anticipated to be available for development by the third quarter of 2022, with significant enquiry received to date. Construction has commenced on a new road within the estate; this will form the entry to the estate and connect directly to Lytton Road.

## Strong interest and enquiry

Sustained, strong interest in prime industrial land has supported a significant amount of new customer enquiry during the year, particularly for large greenfield sites, across all our property precincts. We continue to see businesses seek to improve operational efficiencies through both location and design. This includes renewed interest in our Port North precinct as well as significant ongoing interest in our Port West Industrial Estate at Lytton and on Fisherman Islands.

Over the past 12 months, PBPL assessed and delivered 76 port development approvals for new and existing customers (includes material changes of use, operational works, demolition projects, earth works, plumbing/building works). PBPL's streamlined, in-house development application and approvals process ensured that all reviews were delivered significantly faster than comparable LGA assessments throughout Queensland.

## New facilities delivered for customers

During the year, we completed purpose-built facilities for new customers Wallace International and TNS Logistics and delivered an expansion for our existing customer, Autocare. In total, 16,554sqm of gross floor area (GFA) was delivered on 7.78ha across the three projects.

Our collaborative approach with both customers and our design and construction partners from the very start of each new property development ensures we deliver the best possible outcomes. Where practical, we incorporate sustainable design elements as standard in all new port development projects such as rooftop solar, LED lighting and irrigated landscaping.

In February, we handed over a bespoke warehouse facility on a 2.22ha site in Port West to Wallace International, a locally headquartered and full-service international freight and landside logistics company that had outgrown its existing premises. Built to Wallace International's specific requirements, the facility comprises an 8,982sqm warehouse, 1,000sqm office space, 73 car parking bays, sunken docks and a dock office, and will support its operations now and into the future. The facility was delivered to a 5-Star equivalent standard, a first for the Port of Brisbane.

Strong demand saw

58ha



of leased/committed land  
across port precincts

Family-owned business, TNS Logistics, moved into its new 5-Star equivalent premises at our Port Gate precinct in April. Seeking more space following significant growth, PBPL worked with TNS Logistics to identify a 1.56ha site and design a purpose-built facility that would enable the company to double its current warehousing space and support its current rapid growth within its new e-commerce division. The bespoke design included utilising an existing warehouse facility and constructing a new 2,000 sqm warehouse plus corporate office; a wash bay and 7,617sqm dedicated hardstand; truck and trailer storage and onsite staff car parking.

In June, we completed a 5ha expansion of Autocare's existing 12ha vehicle storage and finishing facility at Port West. The facility includes 3,000 sqm workshop, corporate office, large pavement areas (8ha of which is protected by hail mesh), a refuelling station, and a washbay facility.

The completion of this facility allows PBPL to repurpose and redevelop the vacated premises on Fisherman Island.

### Sustainable construction

This year, we installed 300kW of rooftop solar on new warehouse developments for our customers as part of our commitment to incorporating sustainable design elements into all new property developments.

Other elements included as standard in all new PBPL developments include rainwater tanks for irrigation and recycled greywater, low energy light fittings, water efficient fittings, and maximising natural light and ventilation in warehouse space.

In total, we have installed 1.3MW of rooftop solar on PBPL-managed buildings and 600kW on our tenanted sites – the equivalent of powering 430 homes every year.

We continue to use recycled materials whenever possible in our new developments, including recycled aggregates and fill from Rino Resources. The use of recycled aggregates is becoming standard practice and as a result, this year we updated our documented project requirements to encourage builders to explore other opportunities for the use of recycled materials. During the year, we also integrated Wagner's Earth Friendly Concrete into one of our projects.

The construction industry continues to evolve and options for recycled materials in lieu of new manufactured materials is growing.

Wallace International at Port West



### Under construction

In April we announced that global logistics and supply chain operator, MEDLOG, a division of MSC, would be moving to the Port, signing a 30-year lease on a 7.3ha site on Fisherman Islands and supporting its business expansion into Queensland. When operational, the new facility will be one of the world's most automated container parks, incorporating high-end technology to deliver world-class standards in terms of operation and safety.

PBPL will develop the site over two stages to MEDLOG's specific requirements for the storage and operations of both empty and fully laden containers. The facility is expected to be operational by the third quarter of 2022. As is standard in all new PBPL property developments, it will be delivered to a 5-star equivalent standard incorporating sustainable design elements such as solar installation and use of low carbon concrete.

In June, we commenced construction on the latest project for long-term customer Mondiale Visa Global Logistics (MVGL) within our Port Gate precinct. The development includes a 1.17ha expansion of their heavy-duty container yard, a 350 sqm transport office and additional truck and trailer parking on a 1.7ha site. This is the second time PBPL has facilitated an expansion for MVGL, with the original facility completed in 2016 and expanded in 2018.

# Digital

**We are striving to become a leading, digitally enabled port. For PBPL, this means improving our customer service provision, eliminating inefficiencies, and enabling cost reduction. We're committed to creating a digitally capable, cyber safe and collaborative workforce that is supported by a digital environment promoting participation, analytics, integration, and innovation.**

## Digital Business Strategic Roadmap

Our Digital Business Strategic Roadmap is aligned to the 4 'Ps' of our Business Strategy – People, Prosperity, Planet and Partnerships – with targets set against each of these sustainability pillars. We are making significant progress against these targets, working with other areas of the business on key deliverables including the development of a Digital Literacy Program for employees, supporting the delivery of new NCOS modules to assist both PBPL and our partners, and reviewing and modernising several existing systems and controls across the business. Digital safety and cyber security remain important components of the Roadmap.

## Systems upgrades

During the year we replaced a number of ICT systems, including the Brisbane Multimodal Terminal management system, to remove ageing systems no longer supported. We are also currently in the process of selecting replacement systems for our dredging operations. Modernising these systems will improve data quality and productivity by removing manual processes.

## Cyber security

Like many organisations, cyber security is a key focus for PBPL and requires appropriate governance structures and ongoing risk management as the digital world continues to evolve. Maintaining our cyber security capabilities to meet regulated standards is a key priority.

Changes to the *Security of Critical Infrastructure (SOCI) Act 2018* relating to Cyber Incident reporting came into effect from 8 April 2022. These new reporting rules now apply to Port of Brisbane.

According to the Australian Government's Cyber and Infrastructure Security Centre, the SOCI Act was amended to strengthen the security and resilience of critical infrastructure by expanding the sectors and asset classes it applies to, as well as introducing new obligations.

We are also implementing the Australian Cyber Security Centre's Essential Eight Maturity Model, a set of eight essential mitigation strategies to protect Australian organisations against cyber threats. We have set internal goals to achieve against the model, supported by implementation strategies, and regularly report against these to the PBPL Board's Audit & Risk Committee.

During the year, we engaged an external consultant to conduct a Cyber Security Culture Internal Audit to assess the design and operating effectiveness of PBPL's cybersecurity governance, culture and risk structures. The audit found that there were some areas for improvement relating to training and procurement/supplier engagement as well as opportunities to improve existing practices; PBPL is actioning all recommendations. Positively, the audit found that overall, PBPL employees have a good understanding of cyber security and associated risks. We deliver a significant amount of cyber security training to all employees throughout the year, and this will continue into FY23.

## Our people told us that cyber security awareness training is making a difference\*:

 **98%**  
understand what cyber security is

 **84%**  
know what to do if impacted by a cyber security attack

 **90%**  
felt adequately prepared to deal with a cyber security threat

\*Outcomes from the Port of Brisbane Cyber Security Culture – Internal Audit Report



# Procurement

## New procurement system

The successful implementation of a new procurement system was a major project delivered by the business this year, led by our Finance and Technology teams and with support from all business units. The new system has streamlined purchasing and accounts payable processes, while also improving financial controls and providing greater oversight of PBPL procurement activity. The system implementation also provided an opportunity to review our payment terms which resulted in reducing these with our suppliers.

We also implemented new software during the year to strengthen our contract administration and management, removing manual processing, and improving efficiencies and visibility.

PBPL's uplifted purchasing and contract management systems will drive future strategic procurement objectives.

## Supplier engagement review

Supplier engagement is a key process at PBPL and is the function of evaluating, selecting, engaging, and managing suppliers to deliver goods and services. PBPL's existing supplier engagement processes are being reviewed to ensure our procurement is value adding and captures our broader goals and responsibilities.

## Modern slavery

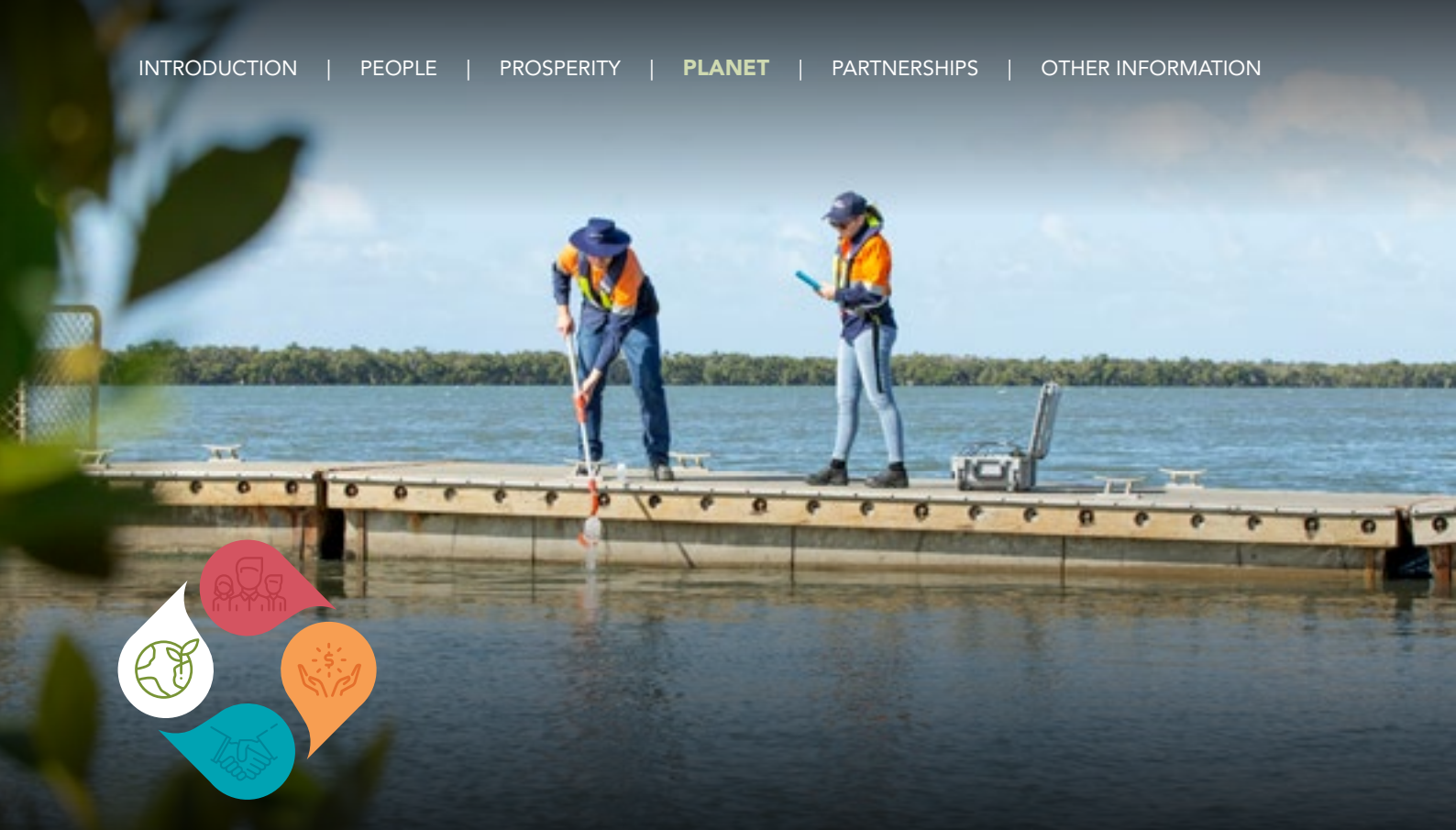
PBPL has zero tolerance for modern slavery and strives to prevent modern slavery within our operations and supply chain. We have driven various initiatives throughout the year to strengthen our response to the Commonwealth Government's *Modern Slavery Act 2018 (Cth)*.

In December, we published our second annual [Modern Slavery Statement](#) in line with the Australian Government's reporting requirements.

We have also established our first Modern Slavery Steering Committee, comprising representatives from across our business. The Committee led the development of a three-year action plan and meets quarterly to help drive PBPL's modern slavery response and supports communication, risk management, training and collaboration initiatives. We have also created an internal information repository for employees and refreshed our internal training to include PBPL-specific information and questions; this mandatory training will be available for employees from July 2022.







# Planet

## PROGRESS TOWARDS OUR 2030 FOCUS AREA GOALS

FOCUS AREA

### 1. Air quality

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.

### 2. Energy efficiency

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.

### 3. Climate change resilience

As a coastal asset, we must ensure the Port is resilient to the impacts of climate change in our planning and development.

2030 GOAL

No

National Environmental Protection Measures (NEPM) Exceedances

Net zero

emissions  
(Scope 1 and 2)

Minimise

our climate risk and increase  
our adaptive capacity

FY22 PROGRESS

- Zero NEPM exceedances attributable to port operations
- 16.7% reduction in Scope 1 and 2 emissions compared to FY21
- Successful trial of PBPL's Virtual Energy Network
- Delivered on key Task Force on Climate-Related Financial Disclosures (TCFD) report actions
- Commencement of risk assessment augmentation to better align with TCFD to improve understanding of financial implications of climate change risk



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 are strongly focused on responding to climate change impacts and minimising our footprint through effective resource management.

We have a strong record of leading environmental innovation and are proud of our partnerships with our customers, stakeholders and the community.

## OUR 2030 PLANET GOAL: Achieve net positive environmental benefit

### 4. Resource management 5. Water quality

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.

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.

### 6. Biodiversity

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.

#### Zero waste

to landfill and  
net positive water

- 4.9% reduction in total waste to landfill compared to FY21
- Recycling remained steady at 41%

#### Influence

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

- Works at Downfall Creek largely completed, treating 1km of degraded streambank
- An additional 650m of streambank treated in Laidley Creek
- Ongoing and additional maintenance activities on historical Laidley Creek projects
- Two major flood events significantly tested works which demonstrated ongoing resilience

#### Improve the quality

of designated environmental  
areas across Port land supported  
by external assessment

- Assessment of marine plant enhancement projects indicate strong performance

# 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.

## Water

Under Target Zero, our water reduction strategy commits us to using more rainwater and recycled water to reduce our reliance on potable water. Some of the ways we are achieving this include using saltwater for dust suppression on our construction projects, collecting rainwater and using greywater recycling at the Port Office. We are also currently installing smart water meters to help better manage our consumption.

This year, our water usage was 1,962 kL, increasing from 1,171 kL in FY21. The increase was due to greater water consumption at our Operations Base to support more vessel refit works (partly due to a resumption of normal activities after COVID-19-induced restrictions). We believe there are opportunities to improve this outcome and are currently investigating using treated rainwater for this activity as it is a major source of our overall potable water consumption.

## 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.

Developed through our Target Zero strategy and commitment to achieve zero waste to landfill by 2030, our Waste Management Plan aligns with a waste hierarchy that promotes waste avoidance and identifies the most preferred method of waste management. This year, we commenced the development of a Waste Management Strategy with an expert consultant to identify how we can further reduce our waste. The strategy will also consider how we can facilitate waste reduction opportunities for our customers.

We continued to participate in the Containers for Change program, recycling 12,525 containers and raising over \$1,000 for our Employee Charity.

## Total waste generated and recycled FY20–FY22

	METAL RECYCLED (TONNES)	TO LANDFILL (TONNES)	HAZARDOUS WASTE (TONNES)	ORGANIC WASTE (TONNES)	COMMINGLED RECYCLING (TONNES)	% RECYCLED**
FY20*	47.5	18.1	4.6	2.2	17.4	75%
FY21	16.6	23.8	16.2	2	9.7	41%
FY22	4.6	20.25	2.45	0.5	10.5	41%

\* Previous years' numbers corrected due to rounding errors.

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



Image: Our TSHD Brisbane crew also support our Containers for Change recycling efforts.





## Resource management



The TSHD Brisbane

### 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.

In FY22 we took the important step of purchasing carbon neutral fuel (offsets). The Ampol Carbon Neutral program is Climate Active certified, and the corresponding [Public Disclosure Statement](#) is available online. We have selected to purchase only fuel offsets in Australia. While we believe that elimination of carbon emissions is preferable to offsets, when there is not a currently a viable low carbon technology available, then credible offsetting is an important stepping stone. This year PBPL purchased 1,394,138 litres of carbon neutral fuel, reducing our Scope 1 emissions by 3,788 tonnes.

### Energy consumption by type (GJ)

ENERGY TYPE	FY20	FY21	FY22
Diesel	135,248	94,620*	69,715
Carbon Neutral Diesel	0	0	53,814
Unleaded	179	134	6
Solar	1,399	5,576**	5,348
Electricity	15,262	15,482	16,143
Total	152,088	115,812	145,026

\* FY21 reduction in diesel consumption in FY21 was a COVID-19 related impact due to reduction in operational hours of the TSHD Brisbane.

\*\* Solar data for FY21 was an estimate due to a temporary fault in a solar logger at the largest installation. The fault has been rectified.

### Energy consumption by scope (tCO<sub>2</sub>e)

EMISSION TYPE	FY20	FY21	FY22
Scope 1	9,466	6,680*	4,914
Scope 2	3,343	3,483	3,587
Total (Scope 1 and 2)	12,900	10,163	8,501
Scope 3	—**	—**	241,909

\* FY21 reduction in diesel consumption in FY21 was a COVID-19 related impact due to reduction in operational hours of the TSHD Brisbane.

\*\* Scope 3 data not available.

We achieved a significant reduction in total emissions during FY22, primarily through the purchasing of carbon neutral fuel and the implementation of the Virtual Energy Network (VEN) for our own electricity consumption. Renewable energy consumed through the VEN resulted in a direct emissions reduction of 1,189 tCO<sub>2</sub>e. Emissions reduction through the use of carbon neutral fuel was 3,762 tCO<sub>2</sub>e. We continue to be very active in our planning to source green electricity, install solar and investigate biofuel and hydrogen opportunities.

Working with our customers, we have commenced data collection for Scope 3 emissions (emissions generated from indirect sources associated with our business). This is the first year we have reported Scope 3 emissions; the accuracy of the data we have collected is currently considered to be 'indicative' only, as further work is required to capture, analyse and report data more accurately.

In FY22 PBPL recorded 241,909 tCO<sub>2</sub>e of Scope 3 emissions. The FY22 number will likely be recalculated and reported in future reports as our methods improve.

The table below provides information on the Scope 3 data that has currently been collected.

### Scope 3 data collection methods

SCOPE 3 EMISSIONS	DATA METHOD	SIGNIFICANCE TO OVERALL SCOPE 3 EMISSIONS	ACCURACY	COMMENTS*
<b>Trains</b>	Emission rate based on tonnage/kms and industry reported emissions factors	Low	High	Sufficient accuracy
<b>Vehicles</b>	Traffic identification and counts on major Port entrance road. Assumptions on travel profile at Port.	High	Low	Further work required to profile vehicle type movements and capture data at smaller estates
<b>Vessels</b>	Data obtained from the Rightship Maritime Emissions Portal	Very high	Very high	Highly accurate data using AIS positioning data and accurate emissions profiles for individual vessels
<b>Fuel consumption of tenants</b>	Provision of data by a sample of tenants	Moderate	Low	Potential opportunities to improve data capture via discussions with Tenants
<b>Electricity consumption by tenant customers**</b>	Substation data from Energy Queensland for Fisherman Islands and tenant data	Moderate	Moderate	Potential opportunities to improve data capture via discussions with Energy Queensland
<b>Employee commuting and travel</b>	Data from employees and records of travel	Low	High	Sufficient accuracy

\* The Scope 3 reporting boundary includes the shipping channel and road and rail networks to the end of the Port of Brisbane Motorway.

\*\* Scope 2 emissions indirectly generated in the wider economy as part of a business' supply chain are not typically reported as Scope 3 emissions. However, PBPL has decided to include the emissions of our tenanted customers as this activity is directly attributable to the functioning of the Port and our business rather than a 'wider economy' impact.



# Land Management

## B4C partnership

We have a long-standing relationship with Bulimba Creek Catchment Coordinating Committee (B4C), supporting land management programs both on and surrounding core port land. This year, we completed the fourth year of our second five-year partnership with B4C.

During our second five-year partnership with B4C, we have continued to provide key maintenance funding for the Gibson Island Industrial Landcare project. Our funding provides ongoing support to the often-overlooked maintenance aspects of this work. In total, 7,443 trees have now been planted at this site over a 3.75 hectare area requiring a significant maintenance task.

We also completed additional tree planting at our long-term Constellation Way site, providing valuable native fauna habitat along this important buffer and wildlife corridor. An additional 400 trees were planted at this site and six maintenance visits were undertaken. We also undertook further salt marsh rehabilitation work at the Brisbane International Cruise Terminal (BICT) to improve marine plant habitat in this area. Further important maintenance works were undertaken at both our migratory Shorebird Roost and the lake along Lucinda Drive to improve these habitats for migratory shorebird and other water birds.

## Marine plant projects

Over the last five years, we have undertaken several marine plant enhancement projects on port land, including enhancement projects at Port West (Fort Lytton), the BICT, and our marine plant advanced offset at Port North.

This year we completed detailed reviews of these projects to assess their performance against objectives and determine whether the projects are successful.

Monitoring results from the Fort Lytton project have demonstrated that 56.9% of the project area now has complete saltmarsh coverage, tracking well towards its target of 75% coverage. The BICT project achieved significant saltmarsh coverage across the project site. The project had a target to rehabilitate 1,200sqm of saltmarsh to meet permit conditions and achieved 2,369sqm by the end of the reporting period.

Monitoring of the Port North marine plant advanced offset has demonstrated the project has already met key performance objectives with fish passage having increased significantly. Fifteen fish species were identified to be utilising the area in 2022 compared to only seven in the baseline studies undertaken in 2014. Remote sensing identified that mangrove health in the area has been slightly increasing since 2015.

## Case study

### IFM Investors grant funding

Together with B4C, we have been successful in securing a \$40,000 funding boost from our securityholder, IFM Investors, for a habitat management project on Brisbane Bayside State College (BBSC) land.

IFM Investors' community grant will enable PBPL and B4C to transform a 6,400sqm parcel of inaccessible land overrun with weeds to healthy native habitat, complete with an outdoor learning space to support students and the Bayside community. The land is part of an important biodiversity corridor that links the Bayside to the Brisbane River, and which has become degraded and inaccessible over time.

A significant amount of weed management and removal has taken place to date, with further rehabilitation and revegetation works planned as well as the construction of the outdoor learning space.

Once complete, the outdoor learning space will provide BBSC students and other Bayside community members with opportunities for unique hands-on learning and research, ultimately increasing engagement with the natural environment.



# 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 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.

## Offsite stormwater

This year we continued our partnership with Brisbane City Council (BCC) to rehabilitate sections of Downfall Creek in 7th Brigade Park, Chermside. Stage 1 of the works were completed which included reprofiling of the creek, installation of grade control structures and bank protection and planting of vegetation on creek banks and across the flood plain. Council of Mayors South East Queensland joined the project as an additional partner, providing further funding to enable the project's expansion to improve the resilience of the creek and minimise sediment loss.

Additionally, we partnered with Healthy Land and Water to deliver Stage 3 works at Laidley Creek, Mulgowie. This included reprofiling a 650m length of the creek bank and subsequent seeding with native grasses and planting of native trees across the site.

Significant wet weather, including two major flood events in both February and May 2022 tested both sites. As earth works and vegetation planting had only recently been completed, both sites were at high risk to erosion during a major flood event.

Inspections at both sites following each event identified that they each held up remarkably well, with only minor evidence of erosion in isolated areas. To ensure we capture the learnings from these flood events, we have worked with hydrology and geomorphology experts to assess the sites and report on outcomes. This will allow us to improve processes on future works.

The flood events of 2022 highlighted the important work that we and others are doing to improve catchment resilience during major weather events.



We are proud that the work we are delivering with our partners is leading the way in the development of environmental solutions for major flooding risks.

## Catchment management assessment tool

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

The project has brought together advanced multi-objective catchment modelling and cutting-edge landscape visualisation tools to guide investment in catchment restoration activities. The data-driven decision-making tool will help guide and optimise on-ground investment in catchment restoration, prioritising investment through a full cost to benefit analysis. We will be able to utilise this tool to help inform our own investment in catchment management projects.

The project has now largely been completed, having developed a functioning display tool incorporating detailed catchment modelling. The display tool will be trialled with key stakeholders before it is promoted for wider use.



# Climate Change

## We recognise that climate change has the potential to impact and create many challenges for the Port of Brisbane 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.

In FY21, we published our first Climate Change Disclosure Report based on the 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.

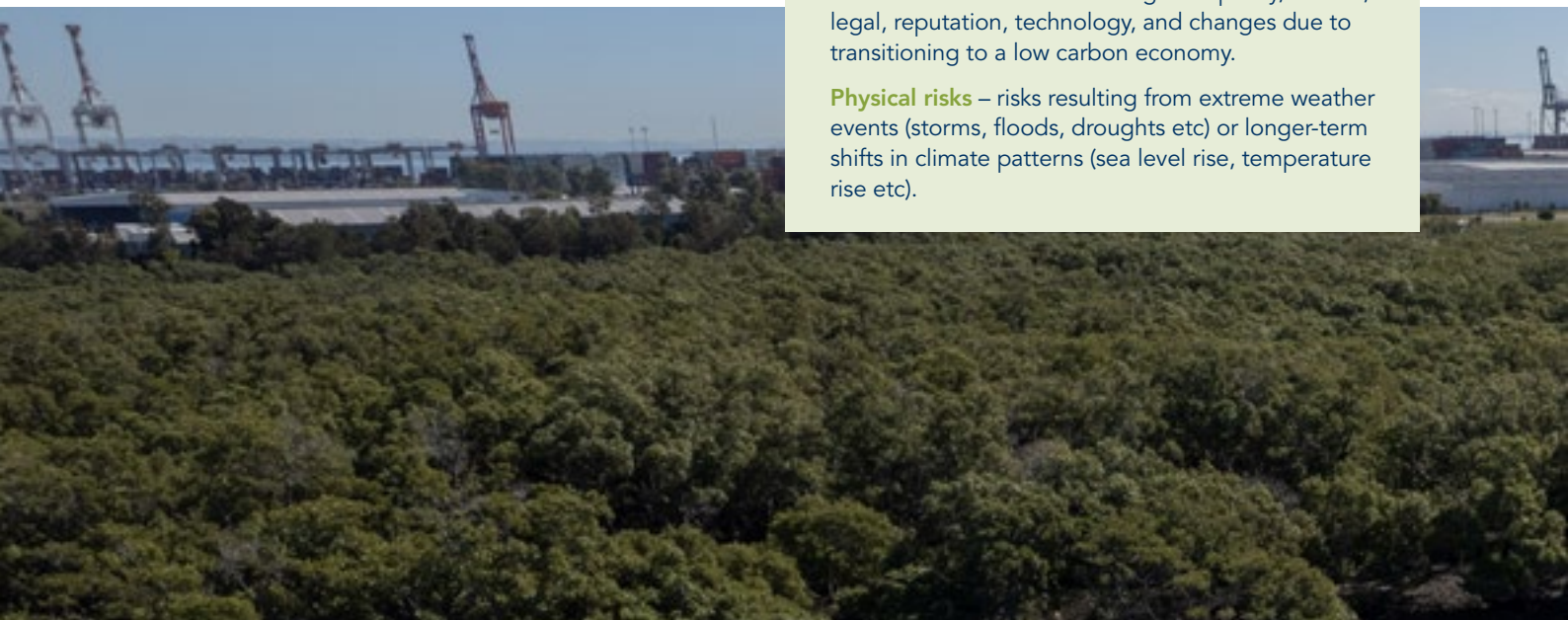
The impacts of climate change were considered within the local context using local modelling predictions. Emission scenarios were used to assess both chronic (long-term shifts in climate patterns) and acute (event-driven) physical risks to the Port of Brisbane and to understand the transition risks to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

Throughout the year, we have delivered on the key actions identified in our TCFD report. One of the key actions was to undertake an economic scenario analysis and assess additional potential transitional impacts and opportunities. Whilst this action is not yet complete, we expanded on this scope to better align our climate change risk assessments with the TCFD framework. This will allow us to better understand the economic implications of our climate change risks.

**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).



The diagram below outlines the key assumptions for each scenario.

## 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

## FY21 TCFD progress and FY22 actions

TCFD THEME	FY21 PROGRESS	FY22 ACTIONS REPORTED AND COMPLETED
<b>Governance</b>	<p>Board oversees the management of climate-related risks (ongoing)</p> <p>Board reviews and endorses climate-related targets (ongoing)</p>	<p>Continue to engage with our Board regularly on climate change management and progress towards targets</p>
<b>Strategy</b>	<p>Climate change incorporated within our Sustainability Program</p> <p>Identified and assessed physical and transitional risks related to the Port of Brisbane</p> <p>Identified and assessed key risks to commodities traded through the Port as a result of decarbonisation</p>	<p>Remain up-to-date with changes in climate science</p> <p>Continue to monitor localised changes in key climate parameters</p> <p>Incorporate findings from the climate change risk assessment into our Business Strategy</p> <p>Undertake economic scenario analysis to identify and assess additional potential transition impacts and opportunities*</p>
<b>Risk Management</b>	<p>Identified climate risks and opportunities</p> <p>Risks managed through our Risk Management Framework</p> <p>Nonlinear Channel Optimisation Simulator (NCOS) Online climate change module developed to manage and identify ongoing physical climate change risks and impacts</p>	<p>Include climate change resilience framework in our Strategic Asset Management Plan</p> <p>Further embed climate change risks into the Operational Risk Registers and Strategic Risk Registers</p>
<b>Metrics and Targets</b>	<p>Commitment to emissions reduction target (net zero by 2030) for Scope 1 and 2 emissions</p>	<p>To increase PBPL's understanding of Scope 3 emissions, including sources, data availability, and ability to influence emissions reductions</p>

\*Underway with expanded scope as described in text.

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 on the following page) 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"> <li>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)</li> <li>Access roads will have short periods of inundation (&lt;24 hours)</li> <li>Increased wave energy damages internal bunds within the Future Port Expansion (FPE) area which could result in sediment loss</li> <li>Loss of environmental assets (mangroves, seagrass, and shorebird habitat)</li> <li>Damage to utilities (electricity, water, sewerage)</li> </ul>	<ul style="list-style-type: none"> <li>An ability to increase infrastructure height of affected areas when asset life is concluded (wharves have a traditional asset life of approximately 50 years)</li> <li>Regular inspections of the FPE outer rock wall. Undertake maintenance repairs and raise the wall height where necessary</li> <li>Inspect, clean, and rectify wharf equipment post-event</li> </ul>	<ul style="list-style-type: none"> <li>Temporary port closures</li> <li>Damage to utilities (electricity, sewerage, water)</li> </ul>
Temperature increase	<ul style="list-style-type: none"> <li>Port is subject to increased energy demand spikes causing transmission lines to become overloaded</li> <li>Increase in heat waves could result in potential safety compromises and/or lower productivity</li> <li>Heat stress damage to rail, road, and wharf infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>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).</li> <li>Temperature range for Port of Brisbane roads is approximately 52 degrees under heavy loading</li> <li>Crane rails expand and contract at the same rate as the wharf concrete deck which are designed to 48 degrees</li> </ul>	<ul style="list-style-type: none"> <li>Reduced energy capacity – transmission lines become overloaded</li> <li>Lower productivity</li> </ul>
Severe weather events	<ul style="list-style-type: none"> <li>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)</li> <li>Shipping interruptions during the event (up to 48–60 hours)</li> <li>Damage to vessels and port infrastructure (bollards and fenders)</li> <li>Damage to buildings and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Capability to survey under water infrastructure</li> <li>Dredge capability to remove debris and sediment from the shipping channel</li> <li>Support existing Maritime Safety Queensland procedures to order shipping offshore during severe weather events</li> <li>NCOS Online functionality for under keel clearance</li> <li>Structural elements within buildings are designed for wind speeds up to 57m/s (200 km/hr) in accordance with AS1170.</li> </ul>	<ul style="list-style-type: none"> <li>Increased port closures</li> <li>Increased dredging requirements</li> </ul>

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 in the table on the following page 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.



## Climate Change

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.

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.

### 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"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Our Sustainability Strategy considers decarbonisation risks and the imperative to manage these appropriately</li> </ul>
Reputation	<ul style="list-style-type: none"> <li>Potential for increased stakeholder scrutiny and/or activism linked to the trade of carbon intensive commodities through the port</li> <li>Impact competitive advantage due to inability to attract customers as a result of negative stakeholder perceptions</li> <li>Increased difficulty to obtain environmental permits and approvals</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to engage closely with customers and stakeholders to understand potential concerns and to respond to these appropriately</li> </ul>
Financial	<ul style="list-style-type: none"> <li>Revenue loss due to decarbonisation and transition away from carbon intensive</li> <li>Commodities Revenue loss on agricultural commodities due to physical risks (i.e. temperature risk and drought)</li> <li>Difficulty to attract investment due to ties with carbon intensive commodities and industries</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to focus on identifying new commodities and revenue streams and working with customers to identify low carbon commodities</li> <li>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</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Significant technological and innovative solutions required</li> <li>Increased energy costs</li> <li>Regulatory/investor pressure to reduce emissions</li> <li>Energy security risks</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring of developments associated with global energy transition and the risks and opportunities it presents to PBPL</li> <li>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</li> </ul>
Policy and legal	<ul style="list-style-type: none"> <li>Uncertainty regarding energy and climate policies</li> <li>Increased regulatory pressure</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>

## 2022 FLOOD EVENT

In 2022, South East Queensland was impacted by two major rainfall events, one in February and one in May. Both events resulted in significant flows in the Brisbane River which had material impacts on the Port.

The February flood directly impacted the Port with multiple obstructions depositing across major shipping areas and the deposition of approximately two million cubic metres of sediment within our operational channels. The May event resulted in the deposition of additional sediment within our operational channels and highlights the importance of the work the Port is doing in catchment management.

Our climate change risk assessment had identified an increase in significant flooding events in the Brisbane River as a risk which could impact on port operations. While there was an impact on port operations our identified controls, including having access to our own dredging fleet, demonstrated the resilience of the Port to these major events.



Riverbed erosion along Laidley Creek

# 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.

Every year, we undertake 19 environmental monitoring programs, of which 14 are voluntary. This extensive environmental monitoring program, which goes well beyond compliance requirements, enables us to manage and assess our impacts. Monitoring outcomes inform port development and operations, and are shared with research organisations, community groups and the public via our website.

## Environmental monitoring programs

PROGRAM	KEY OUTCOMES FY22
<b>Migratory shorebirds</b>	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 a global issue. PBPL is working closely with our partners, Queensland Wader Study Group, investigating local enhancements that can be made to support migratory shorebirds.
<b>Seagrass</b>	Seagrass was in a stable condition at Fisherman Islands and a sixth species, <i>Cymodocea serrulata</i> , was recorded. This species has not previously been recorded at Fisherman Island but is known to occur in eastern Moreton Bay. While field work was undertaken in August 2021, we anticipate monitoring in FY23 may identify very significant declines due to the flood impacts (siltation and water clarity) experienced in Moreton Bay.
<b>Marine plants</b>	Extensive mangrove forests and saltmarsh communities occur at and near the Port of Brisbane at Fisherman and Whyte Islands, and on the northern side of the Brisbane River mouth. There was little change in the spatial extent and the health of these communities had improved, primarily due to increased rainfall.
<b>Coral health</b>	Coral cover remained stable at all sites across the monitoring period. Similarly, to Seagrass, the most recent monitoring was done prior to the floods and we anticipate that ongoing monitoring in FY23 will identify impacts caused by siltation and reduced water clarity.
<b>Reclamation area</b>	Following the placement of dredged flood material, sampling did not detect any contaminants above guideline limits. This included material placed as a result of emergency flood dredging.
<b>Nest box survey</b>	37% of nest boxes had native species present and 60% of nest boxes indicated usage by native species including gliders, possums, microbats, birds, insects and a snake.
<b>Sediment sampling and analysis</b>	All dredged material determined as suitable for ocean placement (in accordance with permit conditions). The floods required a rapid testing and maintenance response and all material was placed onshore until testing results were received. Results of testing indicated that all material was suitable for ocean placement.
<b>Weeds</b>	Results were consistent with the previous monitoring report and no new weed species were detected in the monitoring period.
<b>Potable water</b>	Within Australian Drinking Water Quality Guidelines – no exceedances.

## Case study

### Life in the shipping lane: The cost of increasing disturbances to whales



We are partnering in research led by Griffith University which seeks to quantify the increasing risk of ship strikes to humpback whales in Moreton Bay and better understand and predict the impact of disturbance on nursing calves.

## Biosecurity

Our stakeholders consider biosecurity as an important environmental priority at the Port of Brisbane due to the risk of introduction of pest species through the Port. We work in partnership with relevant state and federal government authorities to conduct regular terrestrial and marine pest monitoring and surveillance activities within port limits. We also support their communication and education efforts with port tenants, where appropriate.

There were some detections of biosecurity incursions during the year, notably red imported fire ants at the Brisbane International Cruise Terminal and exotic mosquitoes at Fisherman Islands. These incursions were detected early due to strong awareness and monitoring programs in place, and early multi-agency eradication was undertaken by Government to minimise the spread of these biosecurity risks.

The study is also supported by the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), DHI Water and Environment, Healthy Land and Water, Stradbroke Flyer Passenger Ferry, University of Sunshine Coast, CSIRO and Murdoch University.

In March, the study successfully secured over \$320,000 in funding from the Australian Research Council to deliver the three-year program.

The research is in response to the Federal Government strategy for mitigating ship strike on whales and builds on pilot findings identifying Moreton Bay as an important resting area for migrating humpback whales; earlier work that was also directly supported by PBPL.

In addition to identifying risks, the research also aims to recommend mitigation strategies for Moreton Bay and other similar Humpback Whale migration corridors along Australian coastlines.





# Partnerships

## PROGRESS TOWARDS OUR 2030 FOCUS AREA GOALS

### 1. Customer partnerships

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.

### 2. Community partnerships

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.

FOCUS AREA

2030 GOAL

FY22 PROGRESS

**90%** Customer satisfaction rating from Annual Pulse Check Survey

- 70% of customers rated their overall satisfaction with PBPL as 'Good' or 'Very Good' in our 2021 Annual Pulse Check Survey
- 85% of all respondents felt that PBPL does the right thing by its customers and stakeholders ('agree' or 'strongly agree')

**90%** Community stakeholder satisfaction rating from Annual Pulse Check Survey

- 86% of community stakeholders rated their overall satisfaction with PBPL as 'Good' or 'Very Good' in our 2021 Annual Pulse Check Survey
- 71% of all respondents 'Agreed' or 'Strongly Agreed' that PBPL engages with and supports the local community



We are committed to fostering strong, mutually beneficial partnerships with our customers, government, industry and the community. Our relationships with these key stakeholders enables our business to sustainability grow and develop. Positive partnerships built on trust also support our customers' growth and delivers beneficial outcomes for the community and Queensland economy.

## OUR 2030 PARTNERSHIPS GOAL: Enable responsible growth

### 3. Research and industry partnerships 4. Engagement and education

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.

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 continued to significantly impact our ability to engage in-person during the year, we have sought to increase engagement through our digital channels and our partners.

Support

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

- Successful Australian Research Council grant funding secured for three-year research study, *Life in the shipping lane, the cost of increasing disturbance to whales* (Moreton Bay). PBPL is a partner in the study, led by Griffith University
- Continued support as a major funding partner and participant of the Australian Rivers Institute Building Catchment Resilience Project

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

- The Visitors Centre and Port Tours remained closed for most of FY22 due to COVID-19-related restrictions.
- Our education partners Tangalooma EcoMarines and Moreton Bay Environmental Education Centre (MBEEC) continued to provide Port of Brisbane content into their primary and secondary school programs.

# Customer partnerships

## Pulse Check Survey

Every year since 2018, we seek feedback from our customers and key stakeholders about how we are performing and where we can improve. Our Annual Pulse Check Survey tracks the attitudes, perceptions and satisfaction of our key stakeholders including customers, government, industry, community, and environment representatives as well as business partners we work with.

In November, we launched our fourth survey, inviting almost 600 key stakeholders to have their say. We achieved a response rate of 28% – well above the industry average for business surveys. For every completed survey, we donated \$50 to our 2021/22 Employee Charity, Foodbank Queensland.

This year we reviewed and evolved the survey's design and methodology, working with a new market research partner to provide greater insights, deeper industry knowledge, and corporate reputation benchmarking data against an Australian ports norm. Our Corporate Reputation score of 92 (on an index 0-120) was regarded as an 'excellent' rating, with a high degree of trust emerging as a key indicator – an attribute we value greatly.

Our customers and stakeholders provided valuable feedback about our performance on issues that matter to them, with key themes also emerging through qualitative data. They identified the most pressing future planning issues that they consider facing PBPL as rail connectivity, road capacity and climate change resilience and told us they want to hear more about future port planning and development as well as our trade performance and environmental management.

## Survey outcomes

	2019	2020	2021
<b>Stakeholders invited to participate</b>	632	1,649	569
<b>Respondents (response rate)</b>	164 (25.9%)	173 (10.4%)	155 (28.8%)
<b>Funds raised for PBPL's Employee Charity</b>	\$8,200 Drought Angels	\$8,650 Friends with Dignity	\$7,750 Foodbank Queensland

## Customer engagement

We engage with our customers on a broad range of matters relevant to their operations, including property management, environmental issues and issues relating to the broader port community.

### PORT COMMUNITY EVENTS

We seek to add value through port-wide community events such as National Reconciliation Week, International Women's Day, and the Port of Brisbane Safety 1 Forum.

Due to COVID-19, we delivered a hybrid model of virtual and in-person events this year.

Held virtually for the second year, our 12th annual Safety 1 Forum in August focused on "Resilience and the New Normal" and provided the port community with an opportunity to hear from two industry experts about how their organisations were navigating the challenges posed by COVID-19. It also recognised and celebrated five Safety Champion Award recipients from across the port community.

## Industry partnerships

As a key node in the supply chain, we seek to advocate on the challenges and opportunities that are important to our customers and supply chain partners. We seek to do this through industry associations and forums, participating in government and industry working groups, making formal submissions, and other engagement activities.

PBPL also facilitates port consultative groups that meet regularly to discuss key issues, share learnings and provide feedback to us. This includes our Landside Logistics Forum, the Port Security Liaison Group and our Dredging Technical Advisory Consultative Committee (TACC).



## Case study

### Innovative partnerships and a healthier marine environment

We were very proud to be able to play a part in an important project delivered by one of our environmental partners, OzFish, who are leading the largest community-driven shellfish reef restoration program in Australia.

The project is working to re-establish 19.4ha of shellfish reef in the Bay, in an area adjacent to the Port of Brisbane.

For the last three years, we have made port land available for their operations to collect and clean oyster shells and make robust oyster baskets (ROBs), first at a site in Port Gate and more recently relocated adjacent to the lake along Lucinda Drive at Fisherman Islands.

From their base at the Port, OzFish will progressively place and monitor over 50,000 ROBs into approved areas of the Bay which will ultimately create the reef. The ROBs are handmade by volunteer recreational fishers and filled with recycled and sterilised oyster shells, which provide the base structures for baby oysters to grow on.

With funding from the Australian and Queensland Governments, OzFish has also worked with many partners to get the project off the ground, including PBPL and Healthy Land & Water.

Restoring these reefs not only create vital shellfish habitat, but also improve water quality, rejuvenate aquatic life and improve fish productivity. Ultimately, that means a healthier Moreton Bay and better recreational fishing for the community.

The OzFish site at Port of Brisbane





# Community partnerships

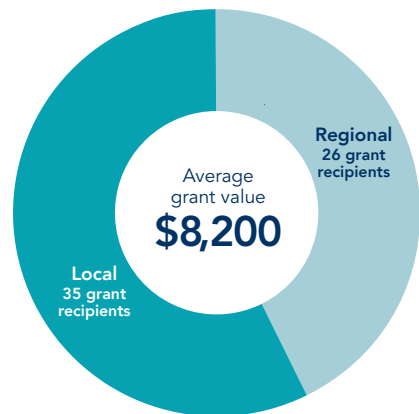
## Community grants

We have a long and proud history of supporting organisations that deliver valuable environmental, educational and community projects in our local and regional community.

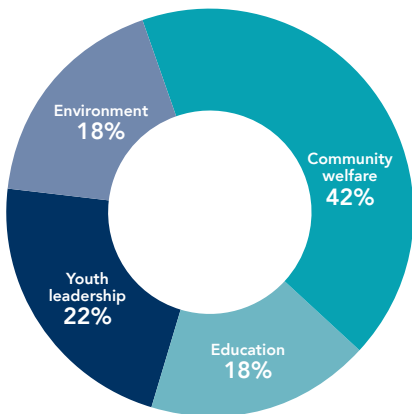
Since establishing our Community Grant Program in 2013, we have awarded \$950,000 to 134 community-focused organisations.

Every year, our grant funding provides up to a total of \$100,000 to support important local initiatives, with eligible organisations able to apply for up to \$15,000. We also work with our community grant partners to identify volunteering opportunities for our employees to help those helping our community.

## Local and regional Community Grants FY18–FY22



## Community Grant funding by key focus areas FY18–FY22



## Community Grant recipients

### Wynnum Fringe

Helping Wynnum Commerce deliver the Wynnum Fringe Festival

### Darling Point Special School

Building a community garden at Wynnum Central Station

### Ma Ma Creek Community Centre

Purchasing kitchen appliances for their community hall

### Rural Fire Service Queensland

Supporting the Bulwer Fire Brigade to provide solar panels for the Moreton Island Fire Brigade Station

### Ocean Crusaders

Helping to maintain and upgrade the Automated River Cleaner, positioned upstream of the Brisbane International Cruise Terminal

### Aboriginal and Torres Strait Islander Dedicated Memorial Queensland Inc

Funding towards production of a video that shines a light on the history of Aboriginal and Torres Strait Islander contributions to the defence and security of Australia

### Traction

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

### Redland Community Centre

Providing hot cooked meals for people who are homeless in the Wynnum area

### Wynnum State High School P&C

Helping to provide technology to support students who are hearing-impaired

### RRAD

Supporting vulnerable youth in the Lockyer Valley and Toowoomba through health and wellbeing programs

### BABI Youth & Family Service

Helping to fund their Youth Voice Committee Leadership Camp

### Brisbane Bayside State College P&C

Helping to establish a full riparian ecosystem and a functional native environmental corridor at the school

## Community compliments and complaints

	COMPLIMENTS RECEIVED	COMPLAINTS RECEIVED AND RESOLVED
FY20	12	4
FY21	29	2
FY22	0	2

Over  

**\$288,000** funding  
 provided to 31 community partners

## Employee volunteering

Every year, PBPL employees receive two full days of volunteer leave to support our community partners or a community-focused organisation of their choice. Now in its second year, our Employee Volunteer Program is an opportunity for PBPL and our people to 'give back' to the organisations serving our local and regional community.

The ever-changing COVID-19 landscape, combined with challenging weather conditions in early 2022, hampered our volunteering efforts compared to last year. Despite the challenges, 65 of our employees rolled up their sleeves during the year to complete 476 hours of volunteering work and support 10 community partners. Some of the activities we participated in included bush care activities with Brisbane Bayside State College, the CEO Bike Build fundraising event for Traction Community, support and participation in Quandamooka Jarjums Camp as well as the Wynnum Fringe Festival. We also were delighted to host a Work Inspirations Program with The Smith Family during National Volunteer Week in May.

We remain committed to increasing our efforts and supporting the local community through our volunteering efforts into FY23.



## Case study

### St Helena Island clean up

To celebrate and recognise National Volunteer Week in May, a group of 19 employees travelled to Noogoon (St Helena Island) in Moreton Bay.

Working with our long-term partner Moreton Bay Environmental Education Centre, we helped to clean up the beaches following the severe rain and flooding events in February. We also had the privilege to learn about the First Nations story of the Island from Quandamooka Ranger, Matthew Burns, and enjoyed a tour of the Island with a Queensland National Parks Ranger.

## Employee giving

This year, our employees nominated Foodbank Queensland as our Employee Charity. Foodbank Queensland is Australia's largest food relief organisation, coordinating with other local and regional schools, organisations and individuals to help combat hunger in our communities.

We raised \$25,000 through employee fundraising efforts, including fortnightly BBQs for the port community, and funds raised through our Annual Pulse Check Survey.

## Long-term partnerships

We also work with long-term partner organisations who support the broader Queensland community including The Smith Family, PA Research Foundation, Crime Stoppers Queensland and the International River Foundation. We support their work through financial and in-kind support including employee volunteering.

Through Tangalooma EcoMarines and the Moreton Bay Environmental Education Centre (MBEEC), we also connect with school groups through formal education-based programs. The Tangalooma EcoMarines program is now embedded into more than 100 schools across South East Queensland and MBEEC was this year recognised as the metro winner for the 2022 Showcase Award for Excellence in Schools. These partnerships help build understanding about the critical contribution of the Port to Queensland's economy and how we are managing our environmental responsibilities.

# Indigenous partnerships

## Reconciliation Action Plan

Developed in FY21 and endorsed by both the PBPL Board and Reconciliation Australia, our [‘Reflect’ Reconciliation Action Plan](#) (RAP) consolidates the work we had done to date and lays the foundations for future reconciliation actions and initiatives.

This year, we’ve continued to progress our Reflect RAP initiatives led by our RAP Working Group (RAPWG), which comprises representatives from across our business.

We have sought to support our people to better understand and deepen the understanding and recognition of Aboriginal and Torres Strait Islander peoples and culture. We are progressing this through initiatives including our annual Cultural Awareness internal survey and formalisation of Cultural Protocols.

As part of our work to investigate opportunities for procurement from Aboriginal and Torres Strait Islander-owned businesses, supplier diversity and inclusion has been incorporated into PBPL’s Procurement Policy and the Aboriginal and Torres Strait Islander business registration status is now collected during onboarding processes.

## National Reconciliation Week

This year, PBPL recognised and celebrated National Reconciliation Week with a Welcome to Country and Smoking Ceremony by Songman Shannon Ruska at the opening of the Brisbane International Cruise Terminal on 2 June 2022.

We also attended at the unveiling of a dedicated memorial to Queensland’s Aboriginal and Torres Strait Islander service men in Brisbane’s Anzac Square in May, also as part of National Reconciliation Week. We first provided funds for this important project in 2017, with additional funding provided to the Aboriginal and Torres Strait Islander Dedicated Memorial Queensland Incorporated (ATSIDMQI) in 2021. The sculpture represents past, present and future Indigenous service, and to bridge ‘the culture and traditions of Aboriginal and Torres Strait Islander peoples and their contributions to our shared military history’.

## Quandamooka Jarjums Camp

Held annually in October and organised by the Yulu-Burri-Ba Aboriginal Corporation, Quandamooka Jarjums Camp is a Queensland Government education program designed to provide cultural experiences to Aboriginal and Torres Strait Islander Year 6 students from Dunwich State School on Minjerribah (Stradbroke Island). The Camp provides students with an opportunity to learn more about their culture and connection to Country through stories from local Elders and participation in cultural workshops.

PBPL has sponsored and participated in Quandamooka Jarjums Camp for seven consecutive years and was proud to again participate in the 2021 camp alongside our customers DP World and Svitzer Australia. This year, a team of four employees volunteered their time to help set up and pack down the Camp while others took the opportunity to visit the Camp to learn about the dances the young people performed and have conversations with camp mentors and local Elders.

## Case Study

### Supporting Aboriginal and Torres Strait Islander students through The Smith Family

Since 2010, we’ve proudly supported The Smith Family – a national, independent children’s charity helping disadvantaged young Australians to get the most out of their education, so they can create better futures for themselves.

Over the past three years, we have refocused our funding to provide \$25,000 annually to support education programs delivered by The Smith Family for high school students who identify as Aboriginal and Torres Strait Islander in the communities where the Port and our customers live and work.

To date, we have supported 50 students annually, helping families with the cost of uniforms, shoes, books, school trips and excursions, music and sporting activities and electronic devices for schooling. We look forward to continuing our partnership with The Smith Family.





Images, from top:  
PBPL volunteers assisted with the  
set up of Quandamooka Jarjums  
Camp; Quandamooka Jarjums  
Camp 2021.



# 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
Anchorage	At Port of Brisbane, anchorage refers to a location within our navigational channel where commercial vessels can safely anchor for a length of time.
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. <a href="https://www.daf.qld.gov.au/business-priorities/biosecurity">https://www.daf.qld.gov.au/business-priorities/biosecurity</a>
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. <a href="https://www.portbris.com.au/Sustainability/Partnerships/Community-Engagement/">https://www.portbris.com.au/Sustainability/Partnerships/Community-Engagement/</a>
CAGR	Compound annual growth rate
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.
Ebb tide	When the tide is falling and the water is flowing away from shore.
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. <a href="https://gresb.com/">https://gresb.com/</a>
ISO31000:2018	An accepted international standard for Risk Management that provides guidance on managing risk faced by organisations. <a href="https://www.iso.org/iso-31000-risk-management.html">https://www.iso.org/iso-31000-risk-management.html</a>
ISO14001: 2015	An accepted international standard that specifies the requirements for an environmental management system that an organisation can use to enhance its environmental performance. <a href="https://www.iso.org/iso-14001-environmental-management.html">https://www.iso.org/iso-14001-environmental-management.html</a>
ISO45001:2018	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 organizations to provide safe and healthy workplaces by preventing work-related injury and ill health, as well as by proactively improving its OH&S performance. <a href="https://www.iso.org/standard/63787.html">https://www.iso.org/standard/63787.html</a>
ISO9001	An accepted international standard that sets out the criteria for a quality management system. <a href="https://www.iso.org/iso-9001-quality-management.html">https://www.iso.org/iso-9001-quality-management.html</a>
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. <a href="https://www.safeworkaustralia.gov.au/statistics-and-research/lost-time-injury-frequency-rates-ltifr">https://www.safeworkaustralia.gov.au/statistics-and-research/lost-time-injury-frequency-rates-ltifr</a>
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.

TERM	DEFINITION
<i>Modern Slavery Act 2018 [Cth]</i>	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 <a href="https://www.legislation.gov.au/Details/C2018A00153">https://www.legislation.gov.au/Details/C2018A00153</a>
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. <a href="https://www.nhvr.gov.au/">https://www.nhvr.gov.au/</a>
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 120,000ha. <a href="https://www.environment.gov.au/water/wetlands/ramsar">https://www.environment.gov.au/water/wetlands/ramsar</a>
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
tCO <sub>2</sub> e	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 TSHD Brisbane, 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 <a href="https://www.un.org/sustainabledevelopment/sustainable-development-goals/">https://www.un.org/sustainabledevelopment/sustainable-development-goals/</a>
Work180	An online networking and recruitment platform that provides job applicants with a transparent directory of endorsed employers who support diversity, inclusion and equality. It is an advocate for working women, providing benefits for job seekers as well as employers. <a href="https://au.work180.co/">https://au.work180.co/</a>

# GRI content index

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	102-4: Location of operations	4
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	102-6: Markets served	6 – 7
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	102-15: Key impacts, risks and opportunities	4, 54 – 59
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	102-18: Governance structure	8 – 9
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	102-22: Composition of the highest governance body and its committees	8
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	102-40: List of stakeholder groups	13
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	102-44: Key topics and concerns raised	13

## 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 FY22.

- International Org 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
- Reconciliation Australia
- Reconciliation Queensland
- Property Council of Australia
- Australian Institute of Health and Safety
- Pianc
- Committee for Economic Development Australia
- Australian Cruise Association
- Toowoomba Surat Basin Enterprise
- Committee for Brisbane
- Shipping Australia Limited
- Freight Trade Alliance
- International Forwarders and Customs Brokers Association of Australia
- Australian Cotton Shippers Association
- Australia Meat Industry Council
- Australasian Concrete Repair Association (membership at no charge)
- Concrete Institute of Australia
- Italian Chamber of Commerce & Industry
- The Planning Institute of Australia
- The Environment Institute of Australia and New Zealand
- Brisbane Open House

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

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<https://www.portbris.com.au/About/Governance/>

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



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	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
<b>GRI 200: Economic standards</b>		
GRI 201: Economic Performance	201-2: Financial implications and other risks and opportunities due to climate change	54 – 59
GRI 203: Indirect Economic Impacts	203-1: Infrastructure investments and services supported	36 – 43
<b>GRI 300: Environmental standards</b>		
GRI 302: Energy	302-1: Energy consumption within the organisation	50
GRI 303: Water and Effluents	303-3: Water withdrawal	48
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.	4 – 5, 60 – 61
GRI 305: Emissions	305-1: Direct (scope 1) GHG emissions	50
	305-2: Energy indirect (Scope 2) GHG emissions	50
	305-5: Reduction of GHG emissions	50
GRI 306: Waste	306-3: Waste generated	48
	306-4 Waste diverted from disposal	38, 48
	306-5 Waste directed to disposal	48
GRI 307: Environmental Compliance	307-1: Non-compliance with environmental laws and regulations	N/A
<b>GRI 400: Social standards</b>		
GRI 403: Occupational Health and Safety	403-1: Occupational health and safety management system	9, 22
	403-6: Promotion of worker health	22, 24 – 25
GRI 404: Training and Education	404-1: Average hours of training per year per employee	29
	404-2: Programs for upgrading employee skills and transition assistance programs	28
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees	29
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments and development programs	64 – 69
GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A
<b>Other GRI</b>		
Renewable Energy Transition	Increase quantity of renewable energy to service port operations	43, 50
Efficient and Effective Supply Chains	Ensure effective infrastructure is in place to enable efficient operations for supply chains	32 – 41
Trade Growth and Diversity	Total trade (import and export) in tonnage for FY22	32 – 33, 35
Customer Focus	Deliver value to our customer's supply chain efficiency through partnerships and engagement programs	62 – 69

## Notes

## Omissions

PBPL is owned by the APH consortium. PBPL prepares and lodges financial statements with ASIC. PBPL is part of APH Top Co Pty Limited's consolidated financial statements.

YTD dates reviewed and updated relating to Lost Time Injury Frequency Rate (LTIFR). FY20 LTIFR adjusted accordingly. Refer page 22.

Financial year.

Annual.

This year's report has not been externally assured.

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.

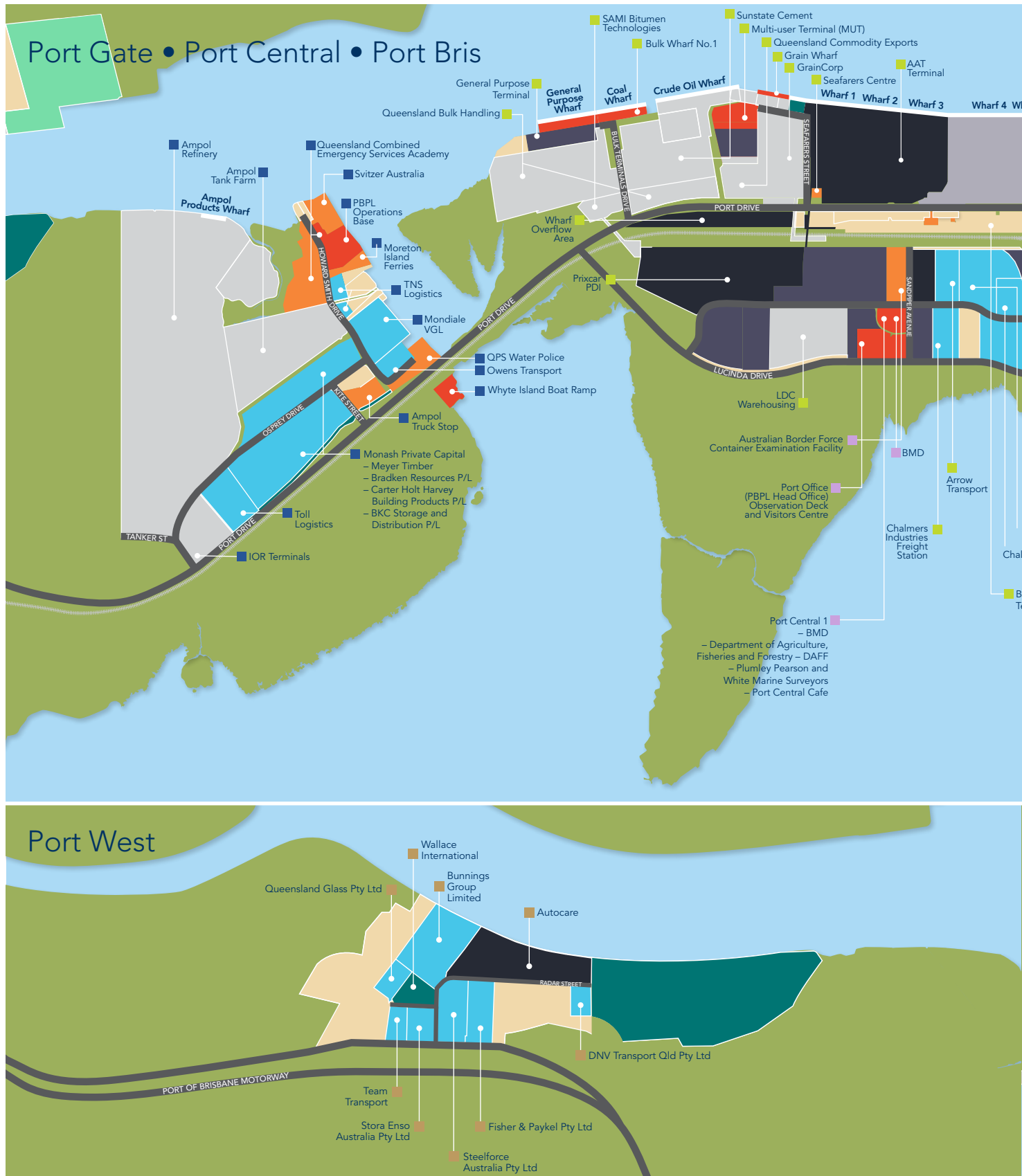
There have been no incidents of non-compliance with environmental laws and regulation in FY22.

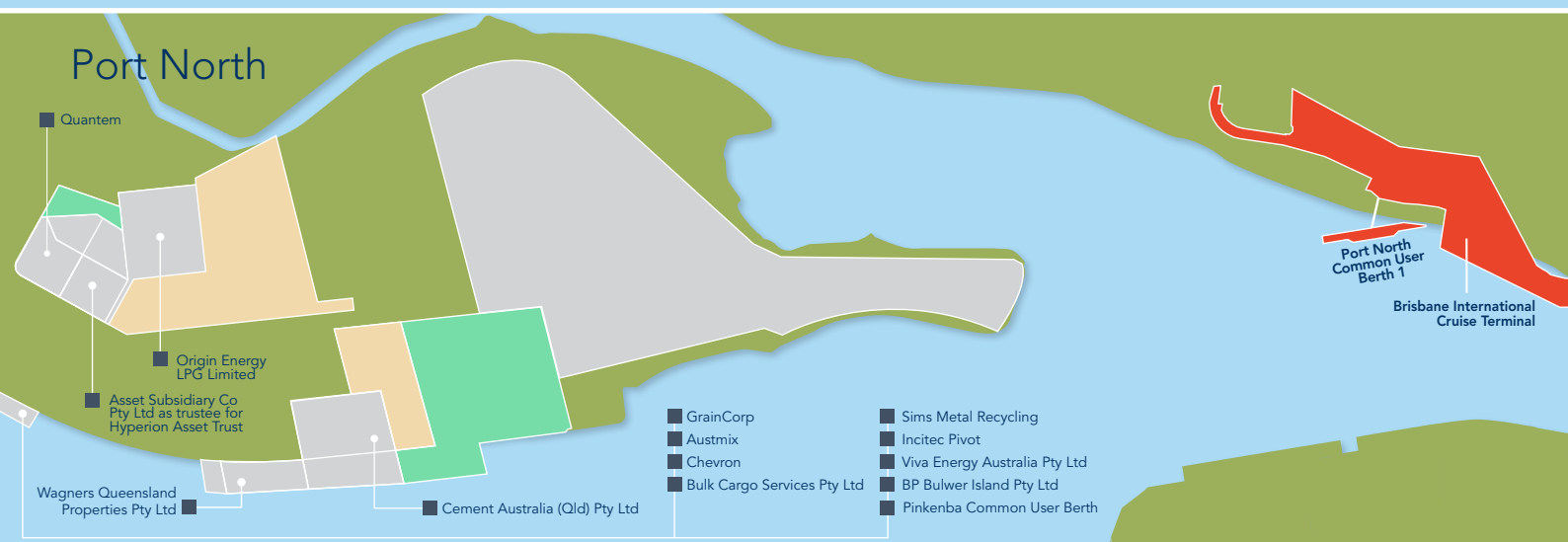
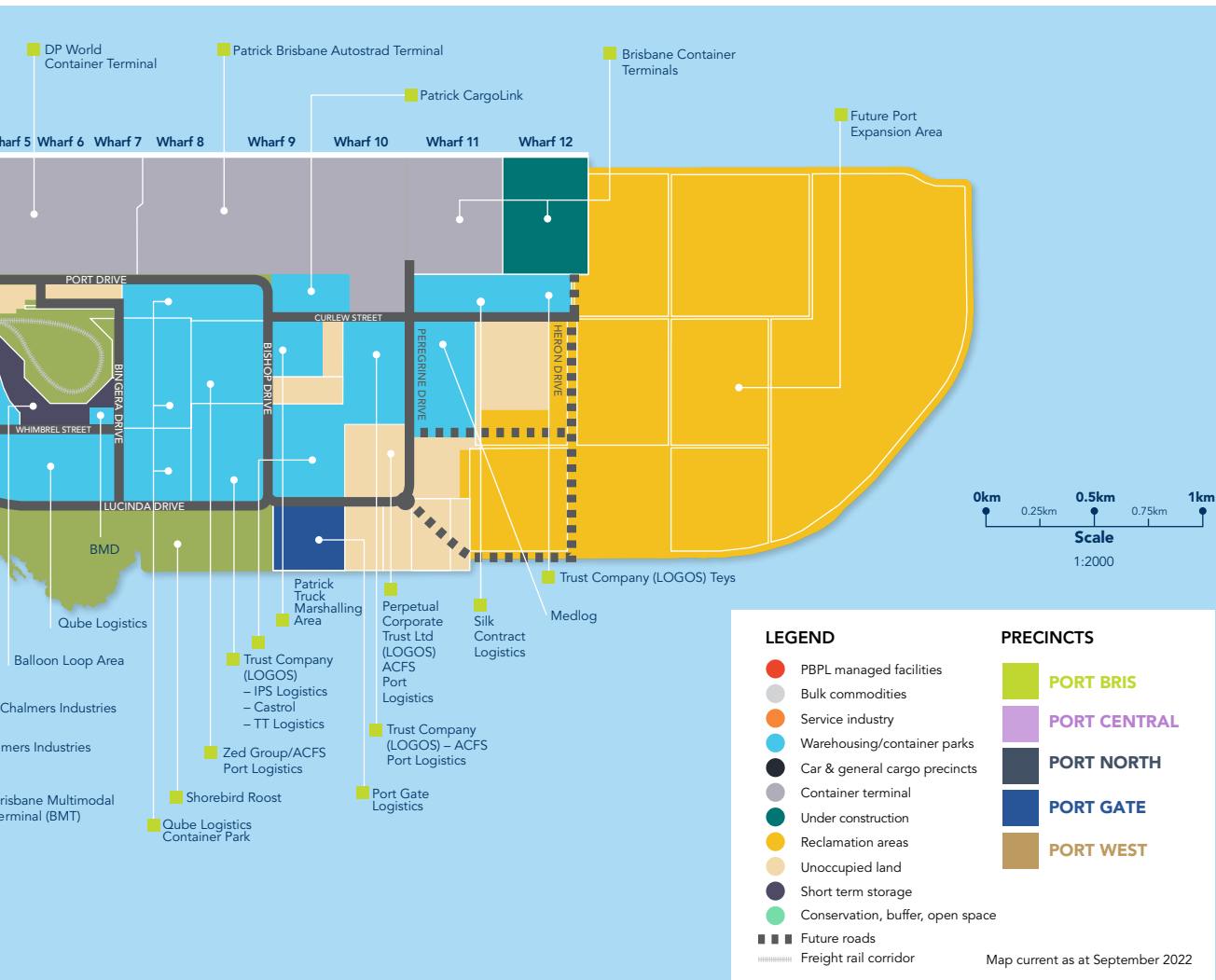
All information is kept confidential through engaging an independent third-party health provider to undertake any health assessments.

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

No substantiated complaints received this financial year.

# Property tenant map







Whilst the Information is considered to be true and correct at the date of publication, changes in circumstances after the time of publication may impact on the accuracy of the Information. The Information may change without notice and Port of Brisbane Pty Ltd is not in any way liable for the accuracy of any information printed and stored or in any way interpreted and used by a user. Published September 2022.



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