



PORT of BRISBANE

Here for the future

2024/25

Sustainability Report





Acknowledgement of Country

Port of Brisbane Pty Ltd acknowledges the Traditional Custodians of the lands, seas and waters across Australia. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present and embrace future generations.

Galongpin

Quandamookajara

'Ngalongpin is on Quandamooka Country, where the Port of Brisbane is situated. This painting visually analyses the mapping of the three clan groups of Quandamooka Country and highlights their Ancestral pathways that flow from the mouth of Maiwar (Brisbane River) where the Port of Brisbane stands. The circular and lineal design bears traces of the journey of Ancestors that are enacted in Quandamooka storylines. The symbolism of the lines is rooted in Ngalongpin and Maiwar and is a statement of Quandamooka survivance that is evident through the visibility of the maguydan (story) that connects to jara (land) and tabiyil (water).'

Shara Delaney

Contents

3	About this report
5	Message from the Chair and CEO
7	Key sustainability achievements
8	Business and trade highlights
9	About the Port of Brisbane
12	Sustainability governance
13	Sustainability framework
81	Glossary of terms
84	Data summary
90	GRI content index
98	Independent assurance report

25 PEOPLE

26	Safety
29	Health and wellbeing
32	Culture
37	Personal development
39	Robust governance

41 PROSPERITY

42	Supply chain enablement
46	Port development
50	Asset management
53	Sustainable procurement
55	Digital transformation

57 PLANET

58	Air quality
59	Energy efficiency
61	Climate change resilience
63	Resource management
66	Water quality
67	Biodiversity

70 PARTNERSHIPS

71	Customer partnerships
73	Community partnerships
77	Research and industry partnerships
79	Engagement and education



For information or enquiries, contact Craig Wilson, Head of Sustainability, on email info@portbris.com.au

About this report

Purpose

This annual Sustainability Report provides stakeholders with an update on our Sustainability Program, goals and performance for the financial year 1 July 2024 to 30 June 2025 (also referred to as FY25 or 2024/25). The report is structured around our Sustainability Program's four key pillars and underlying focus areas which encompass the sustainability issues of most importance to PBPL and our stakeholders.

Report scope and boundary

All references to Port of Brisbane Pty Ltd (PBPL) in this report shall include its related Group entities, unless expressly stated otherwise (referred to after this as 'PBPL', 'we', 'our', 'us', 'the Company', 'the business' or 'the organisation').

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 land holdings) 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, corporate governance, port development and partnerships).

Materiality

In FY22 we completed a materiality assessment which consolidated 34 material topics into 13 to allow us to better focus on our actions to ensure sound sustainability outcomes across the business. These 13 material topics have formed the basis of reporting since FY23. The link between these focus areas and our updated material topics can be found in the table on pages 15 and 16.

Completeness

Information within this report relates to PBPL's business operations and our Sustainability Program which is built around 20 focus areas under four key pillars: People, Planet, Prosperity and Partnerships. The boundaries for these focus areas have been identified and the information provided shows an accurate representation of PBPL's sustainability performance for FY25.

Assurance

PBPL engaged Ernst & Young to undertake an Independent Assurance Audit of 18 selected non-financial metrics.



Read the Independent Assurance Report on page 98.

Global sustainability frameworks and commitments

Global Reporting Initiative

This Sustainability Report has been prepared 'with reference' to the Global Reporting Initiative (GRI) Standards.

➔ The GRI content index is available on page 90.

United Nations Sustainable Development Goals

Our Report and Sustainability Program aligns with relevant UN Sustainable Development Goals (UNSDG); 14 of the 17 UNSDGs are relevant to our business.

These are included at the beginning of the People, Prosperity, Planet and Partnership sections.

Task Force on Climate-related Financial Disclosures

Our Sustainability Report addresses recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) framework. Following the disbanding of the TCFDs in December 2023, we continue to report on our climate risks and opportunities via our *Climate Change Disclosure Report 2025*, which is available on our website.

➔ Read the Climate Change Resilience focus area on page 61.

Australian Sustainability Reporting Standards

PBPL closely monitors the evolving nature of global sustainability reporting, including the introduction of the Australian Sustainability Reporting Standards (ASRS) for the FY26 reporting period. PBPL has identified that it is a Group 1 entity and will report for the first time in FY26 under the standard.

Our sustainability reporting

Our Sustainability Report can be read in conjunction with other sustainability-related reports available on our website: *Modern Slavery Statement 2024*; *Climate Change Disclosure Report 2025*.

DOWNLOAD OUR REPORTS

📄 [Innovate Reconciliation Action Plan](#)

📄 [Gender Pay Gap Statement 2024](#)

📄 [Modern Slavery Statement 2024](#)

📄 [Climate Change Disclosure Report 2025](#)



Message from the Chair and CEO

We are proud to present Port of Brisbane Pty Ltd's 2024/25 Sustainability Report — a reflection of our continued commitment to building a resilient, responsible and future-focused business.

Sustainability is embedded in our Business Strategy, informing our planning and guiding our actions. It is central to our long-term vision to be Australia's premier port and logistics hub, and to our purpose: to provide the infrastructure to grow trade sustainably, driving prosperity for all.

Over the last 12 months, we have made significant strides in our sustainability journey, working with our people, customers and partners to progress leading initiatives and support the ongoing development and growth of the Port for Queensland.

We reached an important milestone in June with the launch of Vision 2060 – a bold roadmap for the future of PBPL and the Port of Brisbane community. Shaped by extensive consultation, it reflects our ambition and commitment to working with all our partners to unlock Southeast Queensland's trade potential while supporting the transition to a more sustainable and efficient port.

People

Our people remain at the heart of our business. This year we continued to expand our team, bolstering the resources, capability and diversity needed to support our growth and achieve our vision.

We remain resolutely committed to ensuring the health, safety and wellbeing of our people. We have made strong progress on our SAFEhomePORT strategy, enhancing health and safety risk management processes while improving engagement around health and safety matters. We also increased our focus on employee wellbeing.

Pleasingly, employee engagement has improved across the business, approaching levels considered 'high performing'; a reflection of ongoing efforts to help shape a workplace culture where people thrive and where values guide behaviours.

Prosperity

It has been another strong year for port and property development, with continued growth bringing increased economic activity to the port precinct. Central to this was the delivery of six new customer facilities, additional land brought forward for development and maintenance of our assets to improve port access and operations.

It was a strong year for trade with record volumes of containers and total tonnage achieved, supporting a growing regional population with the diversity of our trade base. Our long-term planning and development is focused on ensuring the Port can sustainably enable Queensland's economy and community well into the future.

A cornerstone of this, the proposed Channel Enhancement Project, was declared a 'coordinated project' by the Queensland Coordinator-General in September. Now in the Environmental Impact Statement phase, this project will ensure our shipping channel can safely and efficiently accommodate larger vessels in the future, reinforcing the Port's long-term resilience.

Planet

In FY25, we maintained Net Zero Emissions (scope 1 and 2) supported by rooftop solar and new battery installations and our embedded energy network in Port West Estate (Stage 2). This network enables customers in that precinct to access 100% renewable energy, battery storage and shared fire services, all supporting our shared sustainability ambitions.

We introduced a new emissions monitoring system to our flagship dredge vessel, *TSHD Brisbane*, and further enabled our award-winning 'Green Button' technology developed with DHI Seaport, demonstrating the opportunity for us and our shipping line customers to reduce emissions through more efficient operation of vessels.

This year, we have investigated alternative fuel opportunities for our marine fleet and equipment at the Brisbane Multimodal Terminal while remaining focused on

our responsibility to care for the natural environment and reduce our impact footprint. Continued investment in land and catchment rehabilitation projects that we are delivering with trusted partners is improving regional water quality, reducing sediment deposition in our channel, and restoring areas of high ecological value. Maintaining our place in the natural environment remains a critical priority.

Partnerships

Strong partnerships are essential to our sustainability journey. We work closely with our customers, industry and community stakeholders to deliver shared value and support responsible growth.

This year we supported 36 community groups, from grassroots to state-wide charities, supporting valuable initiatives. We have engaged widely through our eco-educational initiatives, connecting with over 2,500 students through school tours and environmental programs.

Our Innovate Reconciliation Action Plan is guiding engagement with local Traditional Owners and First Nations organisations and has supported greater procurement with First Nations' businesses along with the development of our Cultural Safety Strategy. We are also consulting with local Traditional Owner groups and First Nations organisations through our proposed Channel Enhancement Project.

Looking ahead

As we look to the future, we remain focused on pursuing sustainable outcomes that support trade growth, enhance the natural environment, and help strengthen local and regional communities.

We are proud of the progress we have made, but we know there is more to do. Our 2030 Sustainability Program provides a clear roadmap, and Vision 2060 sets the ambition. Together with our stakeholders, we will continue to innovate, adapt and lead – building a port that is here for the future.

Thank you to our employees, customers and partners for your continued support and collaboration. We look forward to working together to support a sustainable and prosperous future for the Port of Brisbane and the communities we serve.



Guy Cowan
Chairman



Neil Stephens
Chief Executive Officer

Key sustainability achievements



Vision 2060 launched

to guide sustainable growth



ASRS gap analysis

undertaken and action plan implemented



93% Customer Satisfaction[^]

in our Pulse Check Survey



Innovate Reconciliation Action Plan

progressed



Advanced Workplace Recognition

from Mental Health First Aid Australia maintained



Health and Safety

digital platform implemented



6-star Green Star development

completed construction



Infrastructure sustainability

scorecard developed



Net Zero Emissions

scope 1 and 2 (with offsets) maintained



1.65ha of highly valuable environmental port land

rehabilitated



Embedded Energy Network

in Port West Stage 2 went live



Alternative fuel investigation undertaken

for marine vessels and BMT equipment

[^] Limited assurance by Ernst & Young.

Business and trade highlights



A record
1.62m TEUs

handled through the Port



1.94m tonnes

bulk agriculture exports



34.9m[^] tonnes

of total trade



Approx.
38% increase
in containers

through the Brisbane
Multimodal Terminal



154
cruise ship calls

at the Brisbane
International Cruise
Terminal



5,473

vessel movements



83
support craft
jobs completed

(internal and external clients)



More than
\$212 million
invested in

port infrastructure
and property development



7
property developments
delivered

(new and expanded
customer facilities)



3
industry
awards received

for Green Button trial



\$377,000[^]
in funding provided

to 36 community groups



Channel
Enhancement
Project

progressed

[^] Limited assurance by Ernst & Young.

About the Port of Brisbane

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

Port of Brisbane provides critical export and import links to world markets. In FY25, approximately \$73.5 billion in international trade* was handled through the Port. On average, around 50% of Queensland's agricultural exports and 95% of its motor vehicles and containers are handled through the Port annually. It is also home to the Brisbane International Cruise Terminal (BICT) — a world-class cruise facility supporting the long-term growth of Brisbane and Queensland cruise tourism industry.

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 (i.e. our 'Head Office' on Fisherman Islands), 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 (approximately 90km north of the Brisbane River mouth), south to the southern tip of Moreton Island and 16km 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 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 part of the APH Group, 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
- La Caisse
- Platinum Tawreed Investments A 2010 RSC Limited (a wholly-owned subsidiary of the Abu Dhabi Investment Authority).

Located in Brisbane at the mouth of the Brisbane River, the Port of Brisbane's approximate 1870ha footprint comprises:

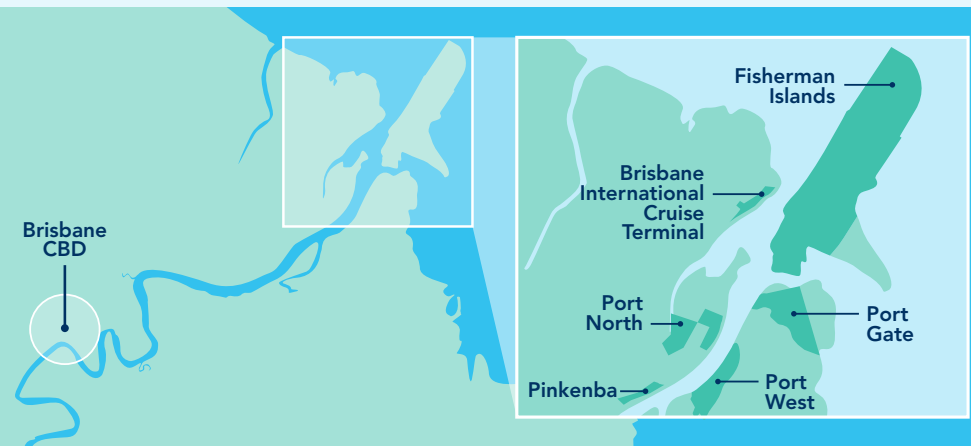
'Wet and dry land' designated for industrial and commercial uses

693ha of environmental areas

8,000m of quayline

27 operating berths

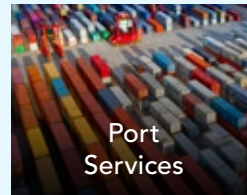
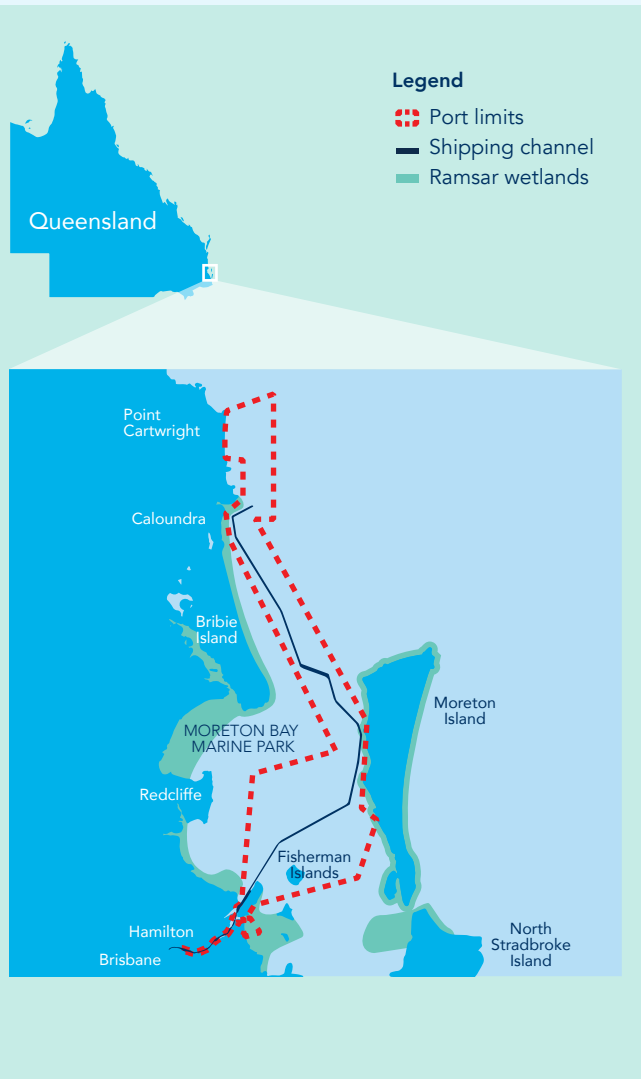
Future Port Expansion area
~200ha remaining



* Australian Bureau of Statistics, 2025.

Our services and operations

PORT OF BRISBANE PTY LTD



Port Services

Provision of harbour and wharfage related services

Operation of the Brisbane Multimodal Terminal

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 Cafe



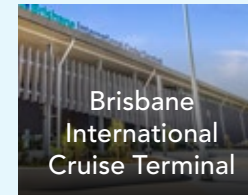
Port Development

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

Provision and management of infrastructure for services including water, sewer and power

Facilitate development approvals on core port land

Facilities management for port tenants



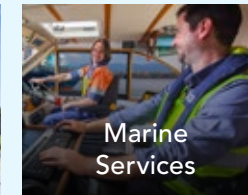
Brisbane International Cruise Terminal

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



Marine Services

Undertake marine and dredging operations to maintain navigable access for commercial shipping

Undertake hydrographic surveying to support port and dredging operations

Provision of commercial hydrographic surveying, marine and dredging services for clients (including port authorities, local councils, and infrastructure projects)



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)

As at 30 June 2025

Import and export supply chains

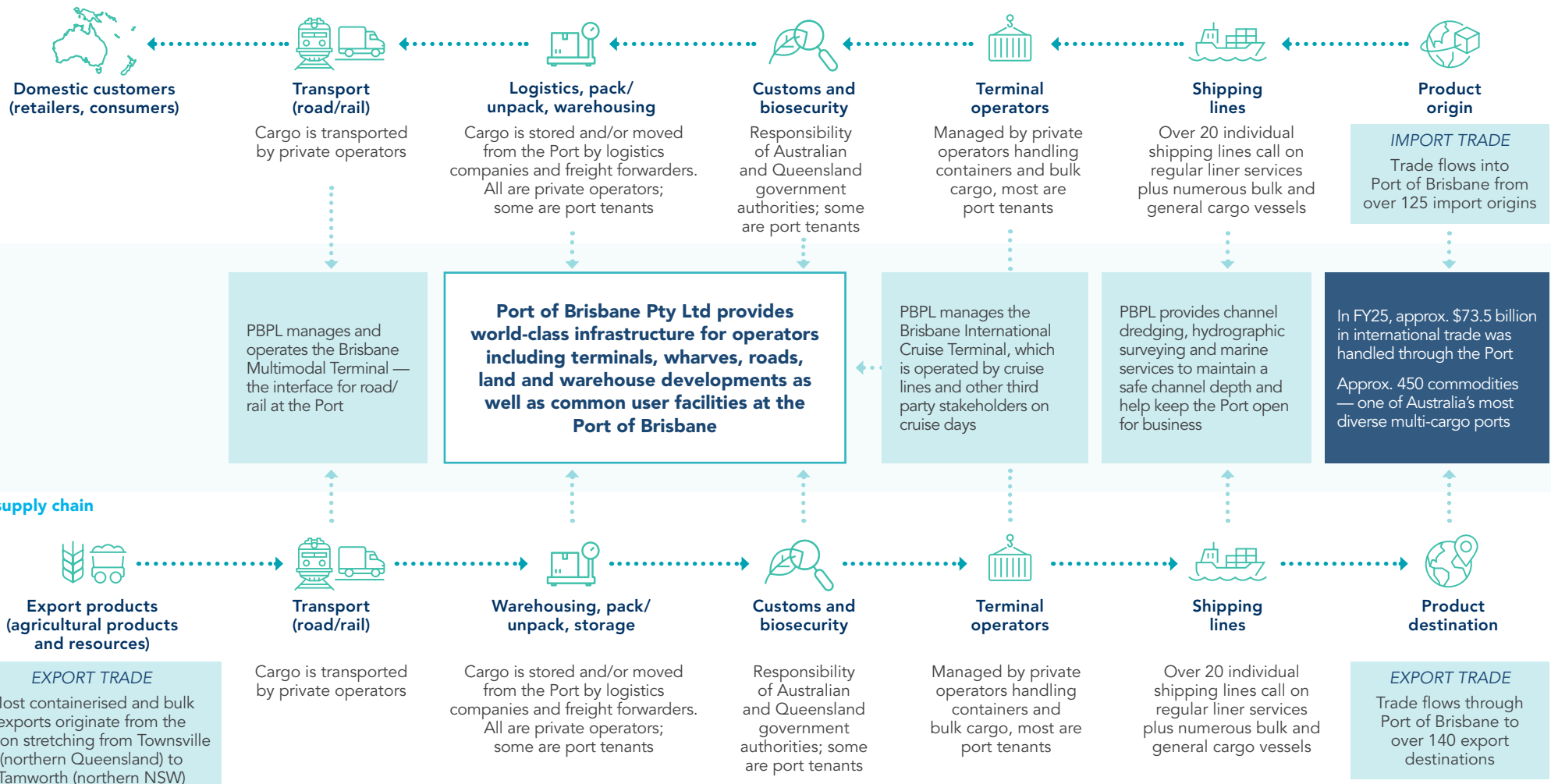
Port of Brisbane facilitates trade and economic growth for Queensland. We work with customers and supply chain partners to help facilitate the import and export of cargo with global markets.

Import supply chain

CUSTOMERS/STAKEHOLDERS

PBPL

CUSTOMERS/STAKEHOLDERS



Sustainability governance

At PBPL, we are committed to sound corporate governance, which is integral to the pursuit of our values, vision and purpose, and our long-term sustainability.

Our Sustainability Program is at the core of our Business Strategy and informs our decision-making and business planning processes. We have a robust sustainability governance framework to ensure we are delivering on our Program and fulfilling relevant reporting requirements. Governance at PBPL is supported by relevant policies including our Board and Board Committee Charters and Code of Conduct. It is also supported by frameworks including our Risk Management Framework and Business Management System.

Our sustainability governance framework

Board of Directors

- Evaluate, approve and monitor the Sustainability Program including approval of sustainability targets and goals and regular review of sustainability initiatives and performance
- Providing oversight in the management of key ESG risks, issues and stakeholder feedback
- Establishes appropriate policies for assessing, monitoring and managing ESG initiatives

Board Committees

Four Board Committees meet quarterly and assist in the delivery of the Board's responsibilities:

- Audit and Risk Committee — has oversight over the accuracy of PBPL's financial disclosures and reporting as they relate to sustainability matters
- Health, Safety and Sustainability Committee — focuses on sustainability as well as health, safety and wellbeing matters
- People and Performance Committee — monitors, reviews and makes recommendations to matters relating to people, culture, performance and remuneration
- Capital Structure and Major Projects Committee — sets the strategy and provides guidance for PBPL's ongoing finance strategy, capital structure management and major projects

Executive/Management Team

- 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

Sustainability Working Group

Comprised of representatives from across the business, our Sustainability Working Group collaborates to discuss relevant projects, initiatives and opportunities, and helps to track progress against our annual Focus Area targets and 2030 goals.

Other business working groups

Working Groups and Committees with a specific area of focus also support the implementation of our Sustainability Program and key ESG initiatives including:

- Business Management System (BMS) Committee
- Modern Slavery Committee
- Reconciliation Action Plan Working Group
- Project Working Groups
- Target Zero Action Group
- Mental Health and Wellbeing Network

Sustainability framework

Our approach

At Port of Brisbane, sustainability is at the heart of our Business Strategy which ensures we remain focused on delivering positive outcomes that support the Port's sustainable development and growth. This approach to sustainability continues to influence our decision making and goal setting. All employees are encouraged and empowered to identify and activate opportunities that promote sustainable outcomes in their work.

Our Thrive business strategy outlines the priorities our business will pursue and the direction we will take. In place since July 2021, the five-year strategic framework is underpinned by our Vision, Values and Purpose, with our Sustainability Program at its core. The Thrive strategy has identified six programs of work that will deliver value for PBPL, our customers, stakeholders and the community. These programs of work include Inland Supply Chain, Maximising Marine, Property, Energy Transition, Wharf Strategy and PortBris 2060.

Our vision

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

Our purpose

To provide the infrastructure to grow trade sustainably; driving prosperity for all

Our values

SAFETY

We care for each other

INNOVATION

We look for new solutions

TEAMWORK

We value collaboration

INTEGRITY

We do the right thing

ACCOUNTABILITY

Empowerment with responsibility

A sustainable business — our 2030 Sustainability Program

Our 2030 Sustainability Program is framed by four pillars, each underpinned by focus areas to ensure we deliver on our 2030 goals.

Pillars and their 2030 goals	 PEOPLE	 PROSPERITY	 PLANET	 PARTNERSHIPS
	Create an engaged, diverse and responsive culture	Deliver efficient and sustainable economic growth	Achieve positive net environmental benefit	Enable responsible growth
Focus Areas each with a 2030 goal and annual targets to keep our progress on track	<ul style="list-style-type: none"> • Safety • Health and wellbeing • Culture • Personal development • Robust governance 	<ul style="list-style-type: none"> • Port development • Supply chain enablement • Asset management • Sustainable procurement • Digital transformation 	<ul style="list-style-type: none"> • Air quality • Energy efficiency • Climate change resilience • Resource management • Water quality • Biodiversity 	<ul style="list-style-type: none"> • Customer partnerships • Community partnerships • Research and industry partnerships • Engagement and education

Materiality

Through a materiality assessment undertaken in FY22, we identified 13 material topics that matter most to PBPL and our stakeholders. There are strong interdependencies between our material topics; progress on one material topic may positively impact or enable another.

In FY25 and as good practice, we undertook a thorough materiality assessment to reassess our material topics to ensure we continue to focus on the most important sustainability issues for our business and stakeholders. Our material topics have been redefined and will be reflected in our FY26 report.

By understanding what is important to our business and our stakeholders, and reviewing this appropriately, we ensure our Sustainability Program remains relevant, targeted and ambitious, driving the greatest positive impact for PBPL and our community.

Our materiality assessment process

The material topics identified in our FY22 materiality assessment have been linked to our 20 focus areas under our four key pillars of sustainability. This demonstrates that our Sustainability Program continues to adequately address the sustainability topics that are of most importance to our stakeholders.



MATERIALITY ASSESSMENT PROCESS

EXISTING MATERIAL TOPICS	UNDERSTAND INTERNAL AND EXTERNAL CONTEXTS	STAKEHOLDER ENGAGEMENT	CONSOLIDATION AND PRIORITISATION OF MATERIAL TOPICS	VALIDATION	REPORTING
Review the context and relevance of existing material topics	Desktop review including internal documents and external publications	Stakeholder interviews and survey (internal and external stakeholders)	Internal engagement to consolidate and prioritise material topics	Internal workshops to validate material topics	Internal reporting to PBPL Board and external reporting through our annual Sustainability Report

Our material topics

Material topic and what it means	Sub topic	Links to PBPL's focus areas
Health, safety and wellbeing Prioritising the health, safety and wellbeing of our employees and providing a safe and secure environment for all who work at or visit Port of Brisbane.	Workplace health and safety Employee wellbeing Port community safety and security	> Health and wellbeing > Safety
Diverse and empowered workforce Providing a safe and inclusive culture. Embracing opportunities to attract, retain and develop high calibre, diverse talent. Empowering employees through training and development opportunities to support their long-term growth and ensure our business has the skills, capabilities and knowledge for the future.	Talent attraction and retention Employee development and training Diversity and inclusion Workplace culture and engagement	> Culture > Personal development
Responsible governance Ensuring robust governance processes, ethical conduct and a high standard of risk management and compliance.	Ethical business operations and procurement Compliance and regulation Risk management	> Robust governance > Sustainable procurement
Enabling supply chains and efficient port infrastructure Enabling supply chains and delivering and maintaining safe, sustainable port infrastructure to support our customers and improve port access and efficiency.	Supply chain enablement Enable and protect transport networks Port development Sustainable port design	> Supply chain enablement > Port development > Asset management
Sustainable trade growth and diversity Facilitating trade growth and diversity to support economic growth for the Port and the broader Queensland economy and community.	Trade performance Tourism and cruise operations	> Supply chain enablement
Technology and innovation Embracing innovative technologies and digital solutions to support the growth and efficiency of PBPL and the port community.	Technology Innovation	> Digital transformation > Sustainable procurement > Port development > Asset management
Cyber security Strengthening the Port's resilience to cyber security threats through increasing training, awareness and investment in digital infrastructure, systems and assets.	Data management Cyber security	> Digital transformation

Material topic and what it means	Sub topic	Links to PBPL's focus areas
Climate change Proactively adapting to and managing the physical and transition risks of climate change and supporting the Port's transition to a cleaner energy future through decarbonisation opportunities, emissions reductions and resilient infrastructure.	Climate change Energy transition and reduction in GHG emissions Resilient infrastructure	> Energy efficiency > Climate change resilience > Port development
Environmental stewardship Ensuring effective and innovative environmental management that protects and enhances our local environment.	Biodiversity and ecological management Air quality management Environmental management and compliance Noise management Water management Energy management Biosecurity	> Air quality > Resource management > Water quality > Biodiversity
Customer relationships Developing strong and mutually beneficial partnerships with our customers, working with them to support their operations, growth aspirations and identify partnership opportunities to add value to their businesses and to PBPL.	Customer relationships Supporting customer growth Customer experience Supply chain partners	> Customer partnerships
Community and Indigenous partnerships Giving back to the communities in which we operate by building strong partnerships, investing in valuable community initiatives, and promoting positive social, economic and environmental outcomes.	Community partnerships Indigenous partnerships and cultural engagement Community giving Port education	> Community partnerships > Engagement and education
Government engagement Actively engaging, partnering and advocating with all levels of government in the best interest of the Port and broader Queensland economy.	Government relationships Advocacy and policy leadership	> Research and industry partnerships > Customer partnerships
Industry research and partnerships Building long-term industry relationships and embracing strategic partnerships to deliver value to PBPL and the port community.	Research and industry partnerships Stakeholder engagement and education	> Research and industry partnerships

Our FY25 progress

When our Sustainability Program was formalised in FY19, we established a 2030 goal for each 'Pillar' — People, Prosperity, Planet and Partnerships. Each of these Pillars is underpinned by Focus Areas, each with a 2030 goal and annual target to help us track our progress.


Our 2030 Focus Area goals and annual Focus Area targets are reviewed every year to ensure our Sustainability Program remains relevant and responsive to the ever-evolving environment that we operate in.

Our 2030 Goals were reviewed at the end of FY24 to ensure they remained relevant to the direction of the organisation. A select number of goals were updated to better reflect the position of the organisation.


Our FY25 Focus Area targets and progress is outlined in the table on the following pages.

Pillar	Focus Area	2030 Goal	FY25 Target	Target status
 PEOPLE Create an engaged, diverse and responsive culture	Safety	Engaged, interdependent and safe workforce	Implementation of FY25 digital technologies solutions in accordance with the strategic plan	Achieved
			Develop and implement FY25 behavioural safety program in accordance with the strategic plan	Achieved
	Health and wellbeing*	Net positive contribution to holistic staff health and wellbeing	Develop action plan to achieve 2030 goal	Achieved
	Culture*	Achieve top 25% Global High Performing Engagement	90% of engagement actions are delivered across the organisation/within the business in FY25	Partially achieved
	Personal development*	75% of Level 4 and 5 roles have an identified internal successor	50% of employees establish a Development Plan	Partially achieved
	Robust governance	No incidences of material non-compliance with legislation	No incidences of material non-compliance with legislation	Achieved


* Goal updated in FY25

Pillar	Focus Area	2030 Goal	FY25 Target	Target status
 PROSPERITY Deliver efficient and sustainable economic growth	Supply chain enablement	Advance channel preparations for 14,000 TEU vessels	Negotiate Terms of Reference Commence Environmental Impact Statement studies	Achieved
		Progress inland rail considerations and road transport efficiencies	Increase utilisation of BMT (5% growth on FY24).	Achieved
	Port development	Achieve a minimum 5-star sustainability rating for all new Property and Port Infrastructure Projects	Deliver FY25 Infrastructure Sustainability Strategy actions	Achieved
	Asset management	100% alignment with ISO55000	Develop a sustainability evaluation tool	Achieved
	Sustainable procurement	100% alignment with ISO20400 with audit verification	Deliver FY25 Sustainable Procurement Strategy actions	Achieved
	Digital transformation	Create value through becoming a digital leading port	Implementation of <i>TSHD Brisbane</i> energy monitoring system	Achieved

* Goal updated in FY25

 PLANET Achieve positive net environmental benefit	Air quality	No National Environmental Protection (NEPM) exceedances	No NEPM exceedances	Achieved
	Energy efficiency*	Absolute zero emissions (Scope 1 & 2)	Implement FY25 Energy Transition Plan actions	Achieved
			Maintain Net Zero (Scope 1 & 2 - including the use of offsets)	Achieved
	Climate change resilience	Minimise our risk and increase our adaptive capacity	Implement recommendations of the ASRS gap analysis	Achieved
	Resource management	Zero waste to landfill and net positive water	Implement recommendations of the Waste Management Strategy	Achieved
	Water quality	Influence the implementation of the offsite stormwater initiatives (25km rehabilitated)	Treat 900m of degraded creek and stream banks	Partially achieved
	Biodiversity	Improve the quality of designated environmental areas across Port land supported by external assessments	Continue Whyte Island biodiversity project (cumulative 7ha) and assess in accordance with Queensland Herbarium (2015) <i>BioCondition Assessment Manual</i>	Achieved

* Goal updated in FY25

Pillar	Focus Area	2030 Goal	FY25 Target	Target status
 PARTNERSHIPS Enable responsible growth	Customer partnerships	90% customer satisfaction rating from annual pulse survey	>85% customer satisfaction	Achieved
	Community partnerships*	Deliver year on year growth (in real terms) in sponsorships and donations	5% increase in staff participation in volunteer activities on FY24	Achieved
	Research and industry partnerships	Support 20 new research and industry partnerships that add value to our business	Develop a system for capturing detailed research and industry partnerships	Achieved
			Commence new research partnership	Achieved
	Engagement and education	5% year on year increase (FY19 baseline) in PBPL engagements with educational institutions (98 groups)	Interactions with 76 educational groups	Achieved

* Goal updated in FY25



Engaging with our stakeholders

At Port of Brisbane, we regularly engage with diverse stakeholders who are integral to our operations, projects, and strategic planning. We value their input to improve port performance and minimise impacts on customers, communities, and the environment.

Our stakeholder relationships are open, collaborative, and focused on creating shared value across the port ecosystem.

Stakeholders can reach us via our website, phone, email, or in person, and we host regular meetings, events and other in-person activities throughout the year.

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

Stakeholder group	Engagement method	Key areas of interest	Examples of key actions
Employees	<ul style="list-style-type: none"> > 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 Sustainability Working Group Monthly business updates CEO Townhall events
Board and Security holders	<ul style="list-style-type: none"> > Board meetings and Board Sub-Committee meetings > Working Group committees 	Governance 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	Reporting Committee meetings Continuous informal socialisation of ideas, programs and opportunities Health, Safety and Sustainability Board Committee CEO updates
Customers	<ul style="list-style-type: none"> > 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 Landside Logistics Forum Trade forums/visits Monthly electronic newsletters Port Alerts
Port users	<ul style="list-style-type: none"> > Electronic newsletters/alerts > Customer enquiries and complaints channels > Digital and social media platforms > Port consultative groups 	Trade growth and supply chain Port development and planning Port operations Safe and efficient infrastructure	Landside Logistics Forum Issue-specific meetings/forums Monthly electronic newsletters Port Alerts Stakeholder survey
Local, State and Federal Government	<ul style="list-style-type: none"> > 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



Stakeholder group	Engagement method	Key areas of interest	Examples of key actions
Community	<ul style="list-style-type: none"> > 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 BICT/cruise	Community Consultative Committee Visitors Centre and port tours Local newspaper quarterly updates, monthly electronic newsletters Stakeholder survey School tours and visits
Environment groups	<ul style="list-style-type: none"> > Long-term partnerships > Citizen science projects > Local event support > Digital and social media platforms 	Environmental management Port development and planning Port education	Environmental monitoring reports available on our website Environmental monitoring reports used for partner research programs Representation on PBPL's Dredging TACC Stakeholder survey
Project contractors	<ul style="list-style-type: none"> > Engagement as specified under contractual agreements 	Safety Safe and efficient infrastructure Port development and planning Port operations Environmental management	Major project and minor works delivery Service contracts Stakeholder survey
Suppliers	<ul style="list-style-type: none"> > Engagement as specified under contractual agreements 	Governance Health, safety and wellbeing Strategic and operational business Equitable opportunity Environmental management Fair contracting conditions	Service contracts Stakeholder survey
Industry associations	<ul style="list-style-type: none"> > Joint partnerships > Industry association membership and sponsorships > Committee representation 	Safety Transport and logistics Supply chain and port development Environmental management Tourism	Facilitated industry delegations and port tours Financial and in-kind support for industry events
Research partners	<ul style="list-style-type: none"> > Formal research partnerships 	Environmental innovation Environmental research partnerships	Provide access to land or facilities to trial new technologies or for research purposes Fund or collaborate on research projects



Stakeholder group	Engagement method	Key areas of interest	Examples of key actions
Media	> Media events, releases, responses	Port operations Trade Property development BICT/cruise	Media coverage
Investor community	> Results presentations > Meetings > Investor roadshows	Financial and ESG performance Debt financing requirements Credit rating	Successful completion of financing activities Investor updates
Employee representatives	> Bargaining negotiations	Employee working conditions and other benefits	Enterprise bargaining
Certification bodies	> Meetings > Audits	Recognised standards certification including environment, health and safety, quality	Surveillance and recertification audits

Thrive strategy

In FY25, we engaged with stakeholders about relevant issues as part of our Thrive Programs of Work.

We undertook significant customer and stakeholder engagement through our Channel Enhancement Project and PortBris 2060 as well as part of the restart and recovery following TC Alfred.



A key Thrive program of work, PortBris 2060 was designed to articulate a vision for the Port of Brisbane in 2060. Throughout the year, and building on the work completed in FY24, we undertook significant additional research and stakeholder consultation to produce 'Vision 2060'.

Launched in June, Vision 2060 is an ambitious roadmap for the Port of Brisbane — PBPL and its customers and stakeholders — to help unlock South East Queensland (SEQ's) economic and trade potential while supporting the transition to a more sustainable and efficient port.

Supporting a growing population

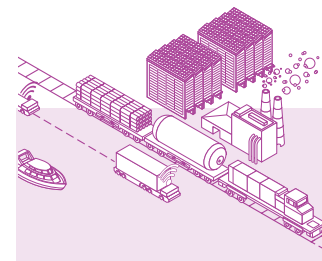
By 2060, Queensland's population is forecast to grow to approximately 8.3 million (from around 5.5 million in 2024), with trade growing and evolving to keep pace. Container trade is projected to triple and cruise passenger volumes more than quadruple from 2024 volumes. There is also the potential that energy demand could increase ten-fold as the broader port community seeks to decarbonise.

As Queensland and the SEQ region continue to grow, so too will the port. This significant growth presents both challenges and opportunities to consider the way infrastructure is planned, delivered and operated — ensuring it is more agile, resilient and responsive to future demands.

Three key horizons

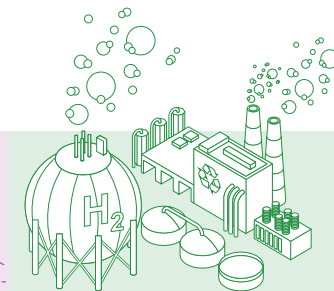
Vision 2060 presents three key horizons that will guide the Port of Brisbane's future and help shape a globally competitive port that will help unlock Queensland's economic and trade potential:

Seamless connectivity



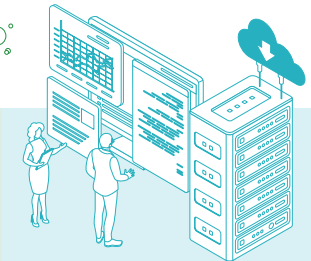
Developing an integrated, intelligent logistics ecosystem that unlocks new efficiencies, supports global supply chains, and connects Queensland businesses to the world.

Clean energy



Scaling and integrating renewables with solar, wind and hydrogen solutions that supports a port-wide net zero emissions future and positions the Port as a clean energy leader.

Designed for future generations



Prioritising resilient infrastructure, a skilled workforce, environmental conservation and sustainable economic growth.

**VISIT OUR WEBSITE
TO DOWNLOAD**





Vision 2060 launch events



The journey

The project was underpinned by extensive research and deep consultation which ensured Vision 2060 was informed by a wide range of views from across the port community including our Board and employees, customers and supply

chain partners, industry stakeholders and community partners.

A program of launch events enabled us to share Vision 2060 widely with employees, customers and key stakeholders.

2022–2023

Technical research analysis and scenario development

Mid to late 2024

PortBris 2060 Draft Vision development

June 2025

Vision 2060 launch

Mid 2024

Stakeholder engagement (Beyond Tomorrow Report)

Early 2025

Stakeholder engagement (PortBris 2060 Draft Vision)

ENGAGEMENT OVERVIEW



108

Online survey responses
(internal and external participants)



28

1-on-1 interviews
completed



17

Focus group participants
across three focus groups



10

Government round table
participants



8,567

PortBris 2060
website visits



2

EDMs issued to
1,066 stakeholders



25,896

LinkedIn impressions

Source: Vision 2060, PBPL 2025.

Engagement overview reflects activities for both consultation stages (Beyond Tomorrow and Draft Vision 2060 and the project's launch communications).

People

OUR 2030 PEOPLE GOAL

Create an engaged, diverse,
and responsive culture

RELEVANT UNSDGs



IN THIS SECTION:

- Safety
- Health and wellbeing
- Culture
- Personal development
- Robust governance





2030 GOAL

Engaged, interdependent and safe workforce

FY25 FOCUS AREA TARGET

Implementation of FY25 digital technologies solutions in accordance with the strategic plan

PROGRESS ACHIEVED

Develop and implement FY25 behavioural safety program in accordance with the strategic plan

PROGRESS ACHIEVED

LINKS TO MATERIAL TOPICS

> Health, safety and wellbeing

Safety

Context

At PBPL, safety is a core value. We are committed to driving a strong 'safety first' culture and strive to provide a safe workplace for all our employees, contractors and those who visit the Port. We know that we can never become complacent when it comes to safety. That is why 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.

Our approach

We comply with all relevant legislation, standards, codes of practice and guidelines. Our Safety Management System is certified to *ISO 45001:2018 (Occupational Health and Safety Management System)* and is independently audited annually to ensure compliance with the standard. Our Health and Safety Management System is defined within PBPL's policies, standards, procedures and other supporting documents, and systematically manages the required processes to identify and minimise the risk of injury and illness from workplace activities. It also provides the framework to maximise opportunities for continuous improvement and administer corrective and/or preventative measures and controls.

We continually review and make improvements to our Health and Safety Management System to ensure a healthy and safe work environment for all employees, contractors/suppliers, key stakeholders, people who have the potential to be affected by our operations, and visitors to our sites. In FY25 we updated our reporting and classification definitions to align with Safework Australia Standards.

At PBPL, safety is everyone's responsibility. All employees are accountable for health and safety relevant to their role, while our managers and supervisors also have specific health and safety management and leadership responsibilities.

We're committed to ensuring our people perform their work activities safely and competently. Introduced in FY24, our Authority to Stop Unsafe Work Program has matured and is embedded across the organisation. Applying to work performed by PBPL employees or contractors, employees are encouraged and supported to call out any work that appears unsafe.

Our Leadership behaviours program was refreshed with a focus on increasing the quality of safety conversations, enabling our leadership to gain valuable insights into how we complete work tasks.

PBPL introduced a new Safety Conversation framework during the reporting period; this program has seen a maturing of the overall Leadership Behaviour program and an increase in quality of interactions.

Our compliance training process ensures all employees are provided with training to competently perform all aspects of their role in accordance with regulatory requirements. This is supported by an automated reminder system to ensure training remains current. During the year, a total of 5,068.39 hours of compliance training was completed by employees.

Key initiatives

Health and Safety Strategic Plan

We have continued to implement our Health and Safety Strategic Plan, known as our SAFEhomePORT project. SAFEhomePORT seeks to invigorate our approach to health and safety and advance our approach to a proactive health and safety culture. At the core of our strategy is achieving a high level of workforce engagement, focused on learning. It is also essential to achieving our 2030 Safety goal: *Engaged, interdependent and safe*.

Our Health and Safety Strategic Plan provides a roadmap towards achieving our 2030 Safety focus area goal.

SAFETY INDICATORS

	FY23	FY24	FY25
Lead indicators			
Leadership behaviour reports*	304 [^]	263 [^]	192 [^]
Near Miss Reports**	404	20	41
Hazards**	0	574	436
Lag indicators			
Lost Time Injuries (LTIs)***	2 [^]	0 [^]	6 [^]
Lost Time Injury Frequency Rate (LTIFR)***	6.6	0	15.86

As at 30 June 2025.

* A maturing of the Leadership behaviour program in FY25 resulted in fewer but higher quality reports.

** In FY24, we separated hazard and near miss reporting, enabling reporting of the two indicators from FY24 onwards.

*** PBPL has continued to embed its alignment to Safe Work Australia Injury definitions and improve our reporting culture during the reporting period, which has led to an increase in incidents being classified as LTIs.

[^] Limited assurance by Ernst & Young.

Our 2030 Safety goal: Together, engaged, interdependent and safe

FY24

Building foundations for Health and Safety Excellence

FY25

Enhancing our Health and Safety risk management processes

FY26

Enhancing our competency verification and Safety Management System verification effectiveness

Enhancing our Health and Safety risk management processes

During FY25, we progressed important initiatives to support this goal.

Critical risk management

Developing a program targeting critical risks and controls

Permit to Work

Simplifying and clarifying Permit to Work processes with a focus on training for permit engager and authoriser roles

Health and Safety Compliance Training

Reviewing compliance training to identify updates to the Compliance Training Matrix

Health and Safety Management System

Continuous improvement and updating of the Health and Safety Management System

Risk Assessment

Reviewed and consolidated Marine risk assessments to support the team and enhanced risk assessment training



Enhancing health and safety reporting

In November we launched Evotix — an automated digital platform enabling employees to accurately report health and safety events, streamlining reporting and investigations across the business. Developed following significant consultation across the business, Evotix provides information and tools to support risk-based decisions informed by accurate, transparent, and up-to-date data.

Our SAFEhomePORT strategy recognises that timely reporting supports data-driven decisions which can reduce risk and safeguard employee wellbeing while helping our business meet regulatory requirements. Incident and hazard reporting was further strengthened during the year through the introduction of an Incident Reporting & Investigation Policy and Incident Reporting & Investigation Standard.

Our new proactive Safety Conversation program is helping create an environment where we learn from each other by focusing each conversation on a current, specific safety concern.

Sexual and Sex-based Harassment Prevention Plan

PBPL is proactively seeking to eliminate the potential for sexual harassment and sex or gender-based harassment within our business.

Along with seeking to proactively prevent, we are committed to ensuring processes and supports are in place if required.

In February, we introduced a Sexual Harassment Prevention Plan to manage identified risks of sexual and sex or gender-based harassment within our workplace. The plan considers workplace demographics, our workplace and our work environment when identifying risks and determining control measures. Business unit-specific risk assessment sessions with Managers were conducted to identify hazards and appropriate controls and were supported by online training for Managers and Employees.



Read more in the Robust Governance focus area on page 39.

Employee engagement

Understanding what employees think about health, safety and wellbeing is key to informing program development and tracking its impact. This year, specific questions relating to health, safety and wellbeing were included in PBPL's Employee Engagement Survey, with very strong outcomes showing employees felt health, safety and wellbeing was a top priority for the business and that they felt supported in this regard.

Key health, safety and wellbeing outcomes from the FY25 Employee Engagement Survey



96%

feel supported to stop unsafe work



92%

believe employee wellbeing is a priority at PBPL



89%

feel leaders demonstrate that employee wellbeing is important



Our Mental Health and Wellbeing Champions

2030 GOAL

Net positive contribution to holistic employee health and wellbeing

FY25 FOCUS AREA TARGET

Develop action plan to achieve 2030 goal

PROGRESS ACHIEVED

LINKS TO MATERIAL TOPICS

> Health, safety and wellbeing

Health and wellbeing

Context

Ensuring our employees are in good overall health is fundamental to achieving PBPL's long-term vision and our 2030 Health and Wellbeing goal.

At PBPL, we are committed to ensuring that employees are not only safe at work, but also that our systems, culture, leadership, benefits and opportunities support employees to thrive at work and in their personal lives.

Our approach

We are committed to managing risk to protect employees from harm while recognising the workplace as a key avenue for health promotion and apply a holistic and integrated approach to health and wellbeing in the workplace.

Underpinned by organisational strategies, plans, policies and systems, the Action Plan builds on three focus areas: mental health, chronic disease and injury management.

Health

Individual health-promoting benefits

Established in 2010, our Healthy Lifestyle Program offers a range of benefits to employees to help them take proactive steps to support their health. Supported by an independent, specialist health provider, the Healthy Lifestyles Program includes annual flu vaccinations, and holistic health assessments, with all personal data treated confidentially.

Mental health

Psychosocial safety and mental health

We are committed to creating a safe, supportive and mentally healthy workplace where psychosocial risks are proactively identified, assessed and managed. This includes treating mental health with the same priority as physical safety, embedding psychosocial risk considerations into our systems and empowering leaders through training, awareness and open communication.

We have continued to mature our processes and systems related to Psychosocial Risk. Targeted risk assessments have been completed across each business unit to identify continuous improvement opportunities. We have supported people leaders by upskilling their knowledge and awareness of psychosocial safety, empowering them to coach and lead their teams in a proactive way.

There is a strong focus on employee conduct and wellbeing to maintain a respectful and safe workplace for employees, contractors and others we work with. We are committed to meeting all legislative obligations, supported by relevant policies and procedures, compulsory training, employee communication, and risk assessments for each business unit.



To bolster our mentally healthy workplace culture, it is important that employees have mental health awareness; can recognise the signs if a colleague needs support and be equipped with tools to have a conversation and connect them with professional support. We have an education and training program in place, supported by relevant policies, frameworks and initiatives.

Our Mental Health and Wellbeing Action Plan provides a roadmap as we work towards our 2030 goal. Our Mental Health First Aid and Wellbeing Champions Network, comprised of employees from across our operations, was instrumental in the development of our Action Plan and is now driving its implementation and engaging with the broader business.

The Mental Health First Aid and Wellbeing Champions Network meets bi-monthly to consider how we are supporting employees and where there are opportunities to improve or activate new initiatives.

Our Employee Assistance Provider (EAP) provides an important external support service for employees and their immediate family. Following employee feedback, we introduced a new EAP in August, providing more tailored, accessible and flexible support options, free-of-charge.

Key initiatives

Mental Health Action Plan

During the year, we delivered key initiatives identified within our Mental Health Action Plan, reinforcing our commitment to supporting mental health and wellbeing. Maintaining regular, honest two-way conversations remains a core focus and we have engaged with employees to encourage open dialogue.

Managers have been supported and encouraged to connect meaningfully with their teams, using our employee experience platform, Culture Amp, to facilitate supportive and constructive one-on-one discussions. We have continued to promote the proactive use of mental health services and resources, ensuring employees have access to a broad range of support options. Through partnerships with external experts, employees have had access to free webinars, lunch and learn sessions and self-guided resources to support mental health and wellbeing. As part of our ongoing efforts to reduce stigma around mental health, we introduced TradeMutt-designed PPE — intended as a visible conversation starter and symbol of support across the business.

In a further step to support employees, PBPL's Leave Policy was updated during the year to broaden the definition of Personal/ Carers Leave to explicitly include mental health and wellbeing needs.

Increasing Health Assessment participation

Annual health assessments are a cornerstone of the Healthy Lifestyle Program and in FY25, the Program was enhanced to make it more equitable and increase overall participation.

All employees are now provided access to the comprehensive two-hour assessment previously available only to managers. This year, we further supported participation by offering 11 onsite clinics, designed to improve accessibility, particularly for operational team members.

This year, 126 people (approximately 55.5% of employees) undertook an annual health assessment compared to 63 people last year.

Men's Health Week

During June, we took the opportunity to connect with employees on key health and wellbeing issues affecting men and boys through Men's Health Week. Employees were encouraged to take one daily action to support their health or that of the men and boys in their lives.

The campaign shared tips on healthy habits, highlighted some of the health and wellbeing services available to employees, and promoted physical activity, encouraging conversation and reinforcing that small daily actions can make a big difference.

2026–2030 Action Plan: Net Positive Contribution to Health and Wellbeing

During the year, we developed an Action Plan to take a holistic approach to integrating and building health and wellbeing across the organisation. Evidence-based and informed by current best practice, it establishes a framework to support progress towards our 2030 Health and Wellbeing goal.

Supporting employees and their families

In August, we launched a new partnership with Parents at Work, giving all employees and their families access to SupPORT Families — a dedicated work and family hub offering online courses, coaching and resources designed to support families at every life stage.

In addition to family focused support, PBPL Managers can access tools and guidance to help them better support their team members. Since its introduction, we have received positive feedback from employees accessing the available resources to support their personal and family wellbeing.

2026–2030 Action Plan to Achieve a Net Positive Contribution to Holistic Health and Wellbeing

The Action Plan is underpinned by:

Organisational, collective and individual responsibility	Organisational strategies, plans, policies and systems	Continuous improvement of Health and Safety systems, processes, programs and behaviours, applying a health and wellbeing lens to all that we do
--	--	---

Holistic approach considers six dimensions:

Physical	Emotional	Social and cultural
Environmental	Financial	Career

Integrating and building health and wellbeing across three key focus areas:

Mental health Manage mental health, prevent harm and promote thriving	Chronic disease Improve work processes to benefit the health of employees and prevent chronic disease risks in the workplace	Injury management Implement best practice injury management of work and non-work-related injury, illness, and emerging symptoms
---	--	---



2030 GOAL

Achieve top 25% Global High Performing Engagement

FY25 FOCUS AREA TARGET

90% of engagement actions are delivered across the organisation/ within the business in FY25

PROGRESS

PARTIALLY ACHIEVED

The majority of engagement actions were delivered

LINKS TO MATERIAL TOPICS

> Diverse and empowered workforce

Culture

Context

Our organisational culture plays a pivotal role in enabling us to deliver on our aspirations and our business strategy and is what makes PBPL a great place to work. It is what sparks innovation and continuous improvement, is how we attract and retain great people, and how we deliver exceptional performance.

At PBPL, we seek to enable a culture that champions diversity, inclusion, and equality. We also seek to create an environment where all individuals are treated equitably, fairly and respectfully. This enables and empowers all employees to access opportunities, develop personally and professionally, and fully contribute to their teams and our business.

Our approach

We believe that creating an engaged culture and high performing workforce is a collaborative effort with employees and leaders. Working together, we seek to create the right frameworks and platforms to build and sustain a positive culture, exploring contemporary practices that will help facilitate this for our business.

The way we work at PBPL is guided by policies and frameworks, including our Code of Conduct which defines the values, ethics, rules and principles that shape what is expected of our business and all employees.

Our Board-endorsed Equality, Inclusion and Belonging Strategy guides our work to ensuring that a diverse, inclusive and respectful workplace is embedded in the way we do things at PBPL. This includes embracing flexible work which, when implemented in line with relevant policies and standards, we believe can help individuals and teams to work productively, promote engagement, balance home and work commitments and stay longer with PBPL.

At PBPL we're committed to creating a workplace where everyone feels valued and heard. We actively seek input directly from employees about their experiences — what's going well and where there are opportunities to improve to ensure this remains a great place to work.

Our annual employee engagement survey is a key opportunity for employees to confidentially share their thoughts on our culture and work environment. The feedback we receive plays a vital role in shaping meaningful actions that support a positive and productive workplace. To reinforce our commitment, each Executive Leadership Team member has goals linked to employee engagement, ensuring it remains a top priority across the organisation.

We engage and encourage business collaboration through CEO Townhall updates, monthly business updates, monthly newsletters and other events and activities. We also identify opportunities throughout the year to help people connect with others from across the business, get to know our business leaders, and socialise with their partners and families.

While we seek to continuously improve, it is important to us to celebrate successes and achievements. Aligned to our core values, our annual Employee Awards are an opportunity for employees and their partners to come together to recognise and celebrate their team members and colleagues.

Key initiatives

Employee engagement survey

In March, 91% of employees participated in our annual Engagement Survey, providing an excellent indication of employee sentiment. The survey recorded a 3% increase in employee engagement to 75% (2% below Global High Performing Norm).

Through the FY25 survey and at a whole-of-business level, we identified two key focus areas that will inform our work into FY26: strengthening our focus on employee development and continuing to improve communication and connectedness.

At a team level, business unit leaders lead the communication of results and action planning for the next financial year with their teams.

Diversity, equity and inclusion

We are passionate about shaping a workplace culture where health, work-life wellbeing, flexibility and inclusion are core to how we work.

FY25 marks the second year of PBPL's five-year *Equality, Inclusion and Belonging Strategy*. During the year, female participation increased by 3.7% across the business. As of 30 June 2025, 40% of operational, technology and engineering vacancies were filled by women during the financial year — a noticeable shift in traditionally underrepresented areas. Most notably, Port Services saw a 12.6% increase in female participation, rising to 30.8%.

In line with our goal to create culturally safe and inclusive spaces, we launched our new Cultural Safety Strategy in May during National Reconciliation Week. Developed with input from partners with lived experience and cultural expertise, the strategy provides a clear, adaptable framework to foster respect, self-reflection and cultural capability across PBPL.

It is especially focused on improving understanding and respect for Aboriginal and Torres Strait Islander people and empowers employees to tailor their own learning journeys.

➔ Read more about initiatives delivered through our Reconciliation Action Plan on page 76.

ENGAGED PERFORMANCE CULTURE SURVEY

	Engagement level			Enablement level		
	June 2023	April 2024	March 2025	June 2023	April 2024	March 2025
PBPL	67	72	75	70	73	75
High performing norm	78	78*	77*	77	81*	81*

As at 30 June 2025.

* The new High Performing Norm benchmark following the transition to a new digital platform is All Industries (Global), January 2024 (Top 25%) and January 2025 (Top 25%).

UNIQ You

This year we commenced a new partnership with UNIQ You as part of our focus on embracing diversity and promoting equality in the workplace. The partnership seeks to help drive positive change and inspire school-aged girls to pursue careers in industries and professions that have been traditionally under-represented by women.

Five PBPL women have become 'Advisors,' sharing their stories, guidance and advice with schoolgirls in the program. Through valuable one-on-one and small group opportunities, UNIQ You Advisors help create lasting impact for program participants.

The UNIQ You partnership and Advisor opportunity also supports our employees to grow as mentors, strengthening their own communication and leadership skills.



Policy updates

To further embed inclusive practices, we refined a number of policies and resources to better support our people. This included enhancements to our Domestic and Family Violence Guide, reinforcing our commitment to employee safety and wellbeing, and updates to our Leave Policy and Flexible Work Standard, reflecting additional parental leave entitlements (refer page 35). These changes reflect not only legislative alignment but our broader intent to create a workplace where all employees feel supported to manage both personal and professional responsibilities.

Our Flexible Work Standard now reinforces that every employee can make a flexible work request. By encouraging open conversations between employees and their managers, we aim to make flexibility a shared norm that supports both business needs and personal wellbeing.

Pay gap

As of this year, our total remuneration Gender Pay Gap stands at 17.2%^, equal with FY24 and down from 22.8% in FY23.

While this gap is influenced by the underrepresentation of women in certain higher-paid operational roles, we are actively working to improve gender balance across all levels and functions. This includes in recruitment, development programs, and transparent remuneration practices to ensure equitable outcomes for all employees.



^ Limited assurance by Ernst & Young.

HIGHLIGHT

Leading Parental Leave entitlements

In March we proudly announced significant updates to our Parental Leave Policy, reflecting our continued commitment to supporting all employees in their journey to parenthood.

**Gender Neutral Parental Leave**

All parents, regardless of gender, entitled to the same leave benefits.

**Comprehensive Paid Leave**

Eligible employees receive 18 weeks of fully paid parental leave, with flexibility in how and when it is taken up to 24 months from the arrival of the child.

**Special Parental Leave**

Paid leave available for unexpected circumstances including premature birth, early loss and stillbirth.

**No waiting period**

Employees eligible for parental leave benefits from their first day of employment.

**Paid Prenatal and Family Planning Leave**

Paid leave for birth parents for prenatal medical appointments and related care. One week of family planning leave available to attend appointments for fertility preservation, IVF, surrogacy, adoption, short-term or long-term fostering.

**Superannuation top-up**

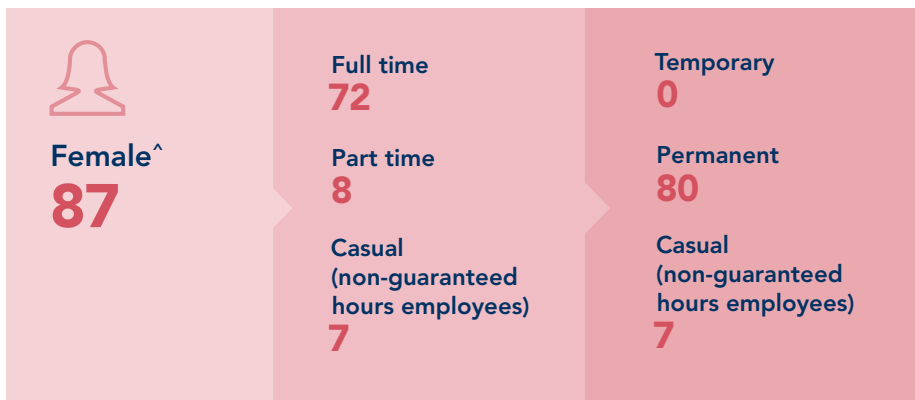
Superannuation paid on PBPL paid and unpaid parental leave for up to 12 months for eligible employees

**Transition coaching**

Fully funded and hosted coaching available by Parents at Work to support the transition to/from parental leave



TOTAL EMPLOYEES BY GENDER

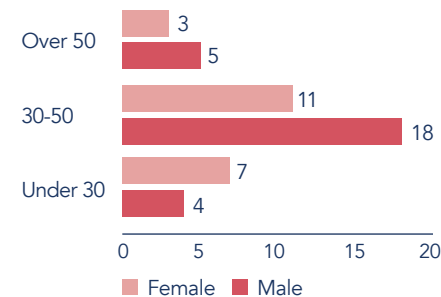


[^] Limited assurance by Ernst & Young.

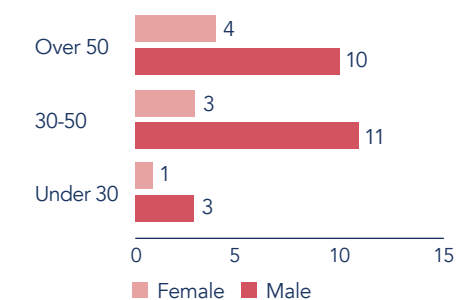
EMPLOYEES BY AGE, GENDER AND EMPLOYMENT CATEGORY

Employment category	Gender [^]		Age		
	Male	Female	Under 30	30–50	Over 50
Executive	80%	20%	0%	70%	30%
Senior Manager	72%	28%	0%	62%	38%
Manager	61%	39%	0%	50%	50%
Professional	58%	42%	14%	67%	19%
Operational	77%	23%	10%	47%	43%
Administrative	7%	93%	20%	40%	40%

NEW EMPLOYEES BY AGE



EMPLOYEE TURNOVER BY AGE



BOARD AND EXECUTIVE LEADERSHIP TEAM

	UNDER 30	30–50	OVER 50
Male 76% [^]	0	7	6
Female 24% [^]	0	2	2

All data as at 30 June 2025.



2030 GOAL

75% of Level 4 and 5 roles have an identified internal successor

FY25 FOCUS AREA TARGET

50% of employees establish a Development Plan

PROGRESS

PARTIALLY ACHIEVED

30% of employees established a Development Plan in FY25

LINKS TO MATERIAL TOPICS

 **Diverse and empowered workforce**

Personal development

Context

As we drive our business forward, our success relies on the contributions and growth of our people. We strive to be a learning organisation, actively supporting and encouraging all employees to gain new experiences and invest in their professional growth and development.

Our approach

PBPL's approach to learning and development focuses on empowering employees to take ownership of their own growth. We are committed to building the capabilities of current and future leaders, recognising their critical role in the organisation's success particularly in building a values-based culture. By providing continuous learning opportunities, we aim to engage employees and equip them with the skills they need to succeed and thrive in their careers.

Our approach is underpinned by Team Management Profile (TMP), a psychometric tool used to identify individual's working preferences that can be applied to personal, team and leadership development to provide constructive, focused feedback.

During FY25, employees each completed an average of 32 hours of training. While women and men are participating equally on average in leadership and development training, men undertook significantly more operational training due to a higher proportion of men in operational roles.

At PBPL, we prioritise leadership development, recognising its role and value in developing innovation and improving strategic decision making and individual and team performance. By cultivating leadership at all levels, we strengthen succession planning and ensure alignment with organisational values — essential for our long-term sustainability, employee engagement and business growth.

Key initiatives

Development

As we seek to build a culture of strong organisational performance, we believe that starts with each employee having the opportunity to develop important skills while at PBPL.

In December we launched a competency-based development module — within our employee experience platform, Culture Amp, that is used to support employee engagement, growth and performance management.

All employees are empowered to create their own Development Plans, aligning competency-based goals with their career aspirations. Employees use information provided in their TMP profile to identify focus areas for their development. Separate, but aligned with performance reviews, employees progress their plans with the support and coaching of their manager. This year, 30% of employees established a Development Plan, under our FY25 focus area target of 50%.

In May we launched a catalogue of courses available to employees and aligned to the TMP core skills, as well coaching and mentoring, on-the-job-training, leadership development, secondment/acting roles and specific technical development.



Manager's Handbook

PBPL's Manager's Handbook launched in December — an essential guide for managers at all levels, providing practical and clear guidance for managers across a wide range of people management topics.

Developing executive leaders

We continue to develop PBPL's executive leaders — supporting their growth individually and as a team. It strengthens our capability to adapt, innovate and thrive in an increasingly competitive and dynamic business environment.

Personalised executive coaching continued in FY25. Two members of our Executive Leadership Team attended tertiary executive courses while all executives were offered coaching to support specialist team workshops facilitated during the year. Coaching has also been extended to some senior leaders to further support their team management.

AVERAGE FY25 TRAINING HOURS BY GENDER

Gender	Hours
Male	35.2
Female	26.2
Average hours	32.0

AVERAGE FY25 TRAINING HOURS BY EMPLOYEE CATEGORY

Employee category	Hours
Executive	53.7
Senior Manager	37.8
Manager	33.2
Professional	26.7
Operational	31.2
Administrative	16.3

As at 30 June 2025.



2030 GOAL

No incidences of material non-compliance with legislation

FY25 FOCUS AREA TARGET

No incidences of material non-compliance with legislation

PROGRESS

ACHIEVED

LINKS TO MATERIAL TOPICS

> Responsible governance

Robust governance

Context

Strong governance is the foundation of all business decisions at PBPL — it impacts our performance, appetite for risk, and our ability to innovate. We believe that successful governance is underpinned by transparency, honesty and integrity.

Our approach

We have robust governance processes, underpinned by a mature Business Management System framework as well as strong management structures with clearly defined roles outlining responsibility and accountability.

Our policies, standards, procedures and guides provide information and strict guidance on PBPL's operations, activities and processes. They align with the expectations determined by our vision, purpose and aspirations, business unit plans, and the Company's business, operational, compliance and legislative requirements and responsibilities.

We have established grievance reporting mechanisms in place, supported by relevant policies and frameworks. Our External Whistleblower Disclosure Service also provides an avenue for employees to seek assistance who may not feel comfortable raising a concern via PBPL's Issue Resolution Process.

An internal Collaboration Tool provides employees with an easy, risk-based, centralised approach to share initiatives, large or small, and gather feedback at an early stage from relevant internal stakeholders.

Business Management System

Our Business Management System (BMS) framework 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 standards *ISO9001:2015 (Quality)*, *ISO14001:2015 (Environment)* and *ISO 45001:2018 (Occupational Health and Safety Management System)*, 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.

An ISO Recertification Audit is conducted every three years by an external auditor to assess compliance of our management systems against the standards, with ISO surveillance audits conducted annually in between. This year, an 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)*.

Our internal BMS Committee meets regularly throughout the year and comprises subject matter experts from across the business. The Committee consults on and reviews 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.

Key initiatives

Risk Management Framework

In FY25, we continued to build employee understanding of PBPL's Risk Management Framework, uplift risk maturity across the business, and continued integration of the framework into organisational strategy and business decisions. The Risk Management Standard was reviewed and revised to provide updated definitions and criteria for the risk rating matrix, with additional guidance provided for the likelihood descriptions.

This is supported by regular business unit risk workshops and a requirement for proposed projects/business cases to align to PBPL's Risk Appetite Statements.

Policy Updates

Every year, a number of company-wide policies are reviewed and approved by the PBPL Board to ensure they reflect evolving business or legislative requirements.

In February, PBPL implemented a *Sexual Harassment Prevention Plan* responding to updated *Work Health and Safety Regulation 2011* with the *Work Health and Safety (Sexual Harassment) Amendment Regulation 2024*. Development of the plan included reviewing previous risk assessments, identifying control measures and documenting the process for dealing with reports on sexual harassment.



Read more in the Safety focus area on page 26.



Read more in the Climate Change Resilience focus area on page 61.



Prosperity

OUR 2030 PROSPERITY GOAL

Deliver efficient and sustainable economic growth

RELEVANT UNSDGs



IN THIS SECTION:

Supply chain enablement

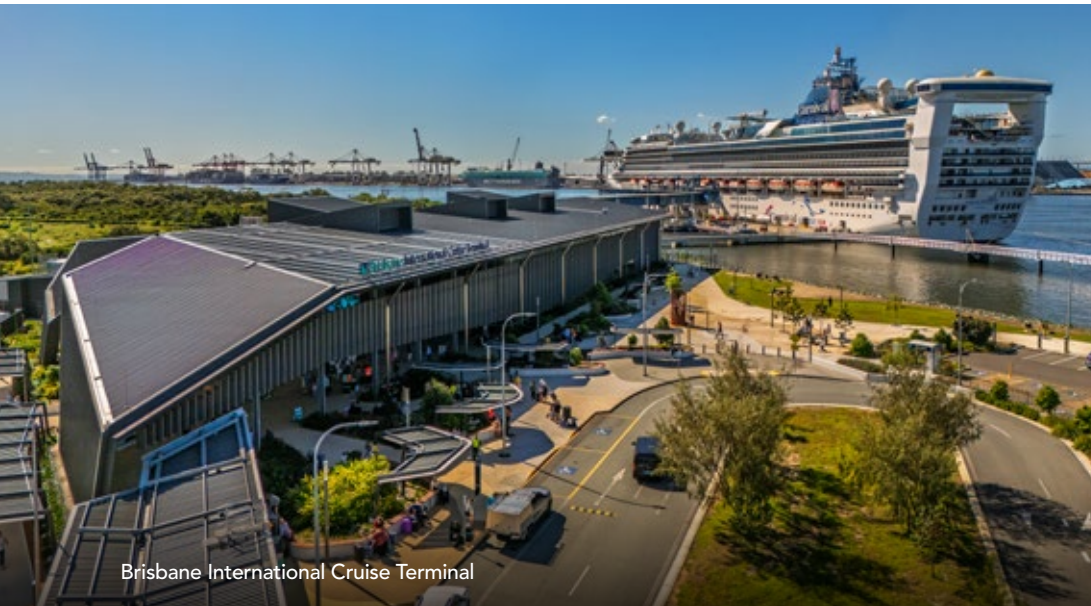
Port development

Asset management

Sustainable procurement

Digital transformation





Brisbane International Cruise Terminal

2030 GOAL

Advance channel preparations for 14,000 TEU vessels
Progress inland rail considerations and road transport efficiencies

FY25 FOCUS AREA TARGETS

Negotiate Terms of Reference
 Commence Environmental Impact Statement studies

PROGRESS**ACHIEVED**

Increase utilisation of BMT (5% growth on FY24)

PROGRESS**ACHIEVED****LINKS TO MATERIAL TOPICS**

Enabling supply chains and
efficient port infrastructure



Sustainable trade growth
and diversity



Customer relationships



Government engagement

Supply chain enablement

Context

We deliver world-class supply chain infrastructure, linking Queensland trade to global markets. As Port Manager, we invest in roads, rail, channels, assets and infrastructure to enhance access, attract cargo, and support our customers to adapt to trends like larger vessels and heavy vehicles.

Our approach

We regularly engage with our customers, supply chain partners and government to understand future plans and emerging opportunities and challenges. Over recent years, we have delivered major infrastructure including Port Drive Upgrade, a second swing basin and the Brisbane International Cruise Terminal while also working with our stakeholders to use technology, such as NCOS Online, to drive efficiency and safety outcomes.

Waterside

Port of Brisbane's approximately 90km long navigational channel is one of the longest in the country. Our highly skilled and experienced team of hydrographic surveyors and marine crew are responsible for ensuring the channel is safe for commercial shipping. This requires regular surveys of the channel, berth pockets and swing basins, and maintenance dredging and bed levelling throughout the year.

Maintenance dredging is led by our dredge vessel, the *TSHD Brisbane*, typically over the summer months. The *TSHD Brisbane* is a trailing suction hopper dredger, equipped with state-of-the-art dredge automation control, navigation system and turbidity control system. She can perform both capital and maintenance dredging in accordance with all relevant environmental standards. In FY25, the *TSHD Brisbane* removed approximately 337,000m³ of silt and mud from the Port's channel which was placed at both the Mud Island Dredged Material Placement Area and at the Future Port Expansion (FPE) area as part of the land reclamation process, both under strict permit conditions. Approximately 290,000m³ of sand was also dredged from the Spitfire Channel bypass project and placed at the FPE for land reclamation purposes. When not in Brisbane, the *TSHD Brisbane* performs commercial work for other ports, projects and local councils.

Through the NCOS Online technology developed with DHI Seaport, we have enhanced safe marine access and delivered other operational benefits for our customers. We remain focused on ensuring the channel can safely and efficiently accommodate the 14,000 TEU container vessels that we anticipate will seek to call in Brisbane in the future through our proposed Channel Enhancement Project (see page 45 for more information).

Landside

Opened in June 2022, the Brisbane International Cruise Terminal (BICT) is a dedicated cruise facility designed to accommodate larger ocean-going vessels. With capacity for future expansion, at such time as its required, the BICT represents a major investment in the long-term future of Queensland's cruise tourism industry. The BICT is open to all visiting cruise lines under a Voluntary Access Undertaking, subject to availability.

As Queensland's population grows, so too will trade through the Port. The Future Port Expansion (FPE) area on Fisherman Islands is a unique asset, providing capacity to grow over the long-term. With approximately 200ha remaining, we are progressively developing this area to meet demand for new industrial land and support trade-related growth.

A Voluntary Access Undertaking facilitates access to port services and facilities including the Brisbane Multimodal Terminal (BMT).

Operated by PBPL, the BMT provides an interface for containerised freight between road, rail, and sea. The Port of Brisbane benefits from strong road connectivity and is connected to rail via our BMT facility. The underutilisation of rail freight remains a significant challenge to the Port, our customers and the region.

^ Limited assurance by Ernst & Young.

As the freight task grows, the environmental and liveability impacts on the broader Southeast Queensland community will also increase, if the modal imbalance is not addressed. Rail offers a sustainable mode of transport that can handle containers in higher volumes and results in significantly lower emissions per container moved, helping to reduce Scope 3 emissions at the Port of Brisbane. It also results in fewer heavy vehicles on local roadways, reducing congestion and improving road safety. In FY25, throughput increased at the BMT by 38% with greater customer utilisation of existing services, achieving our focus area goal. However, as the Port's trade volumes continue to increase, overall only 2.1%[^] of containers moved through the Port on rail (1.3%[^] in FY24 and 1.1%[^] in FY23), well below global standards of around 20-30%.

Road

PBPL is responsible for consenting to access for restricted access vehicles (RAVs) on port roads, and the conditions under which they will operate — mainly heavy vehicles requiring permits, which are issued by the National Heavy Vehicle Regulator (NHVR).

As the Road 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 (DTMR) — as well as the Queensland Police Service to understand their future



Brisbane Multimodal Terminal

operational requirements and improve road safety efficiency and productivity where it is safe to do so.

Where customers or transport operators seek to introduce a new heavy vehicle to the Port, we work closely with them and relevant regulators to assess the suitability of existing roads, infrastructure and signage, participate in trials, and communicate relevant changes to port road users.

We review and assess the port road network to ensure it continues to meet the needs of our customers and transport operators. We also engage with 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.

Key initiatives

BMT electric tractor trial

During the year we completed an electric tractor trial at the BMT as part of efforts to reduce emissions from PBPL-owned plant and equipment. The trial did not achieve the efficiencies required to support the introduction of an electric tractor due to the lower volumes of containers and trains handled by the facility, but provided valuable insights and data should conditions become more conducive to this technology.

OSOM road movements

With our customers and industry partners, we continue to advocate to improve the capacity of parts of the regional road network to support the ongoing transport of OSOM cargo from the Port to regional areas.

This includes the movement of renewable energy and mining componentry which, due to their significant size and weight, encounter load restrictions and/or detours on the regional road network adding time and cost to the transportation of this project cargo.

HIGHLIGHT

Port of Brisbane's response to ex-TC Alfred

On 8 March, ex-Tropical Cyclone Alfred made landfall near Bribie Island as a tropical low — the first to cross near Brisbane for over 50 years.

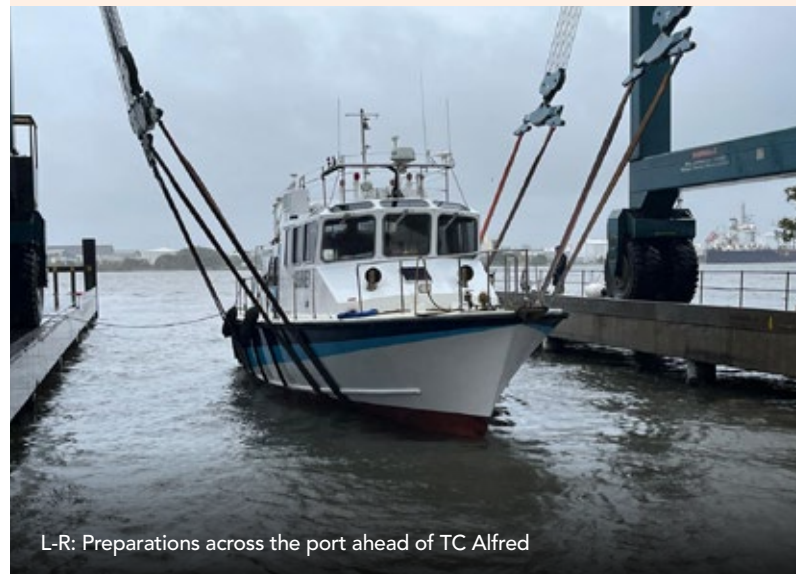
In preparation, PBPL's Critical Incident and Operational Teams collaborated with the Regional Harbour Master (Maritime Safety Queensland — MSQ), government authorities, and other stakeholders to assess and prepare for potential risks to people, shipping, infrastructure, and the environment.

As the cyclone approached, vessel movements within the channel were restricted for safety by the Regional Harbour Master, impacting both freight and cruise vessels. Throughout these events, our teams coordinated closely with MSQ, cruise lines, and stakeholders to manage disruption and eventually resume operations when it was deemed safe to do so.

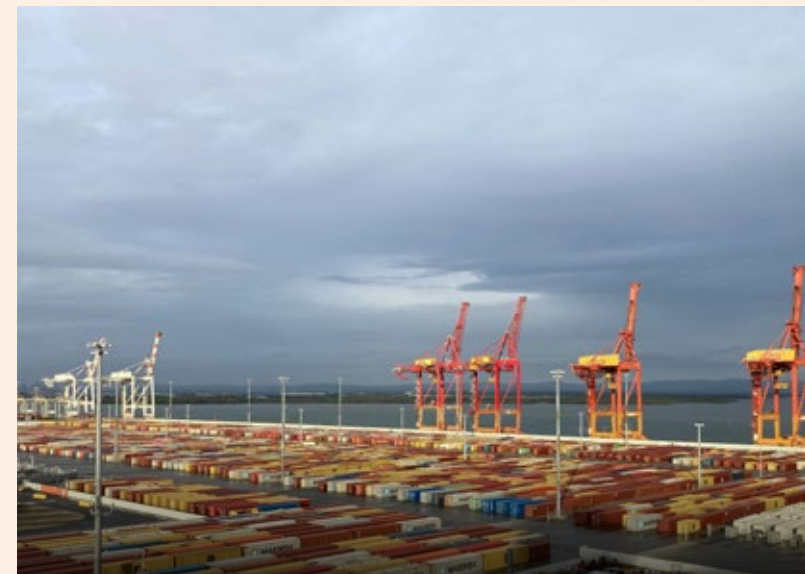
Landside, customers secured their facilities and infrastructure while our teams prepared PBPL-operated facilities, port infrastructure, vessels and telecommunications infrastructure. The health, safety and wellbeing of our people remained paramount, with non-essential staff working remotely and regular team check-ins conducted throughout.

No serious damage to PBPL infrastructure or the environment was reported, and the port community focused on recovery and restarting operations.

Later in March, we hosted a Critical Incident Response and Lessons Learned workshop, gathering industry and government stakeholders to review responses, share learnings and identify areas for improvement to support the port community's future preparedness and planning.



L-R: Preparations across the port ahead of TC Alfred



Customer heavy vehicle innovations

As Road Manager, we continue to collaborate with customers and regulatory authorities to support their innovation in the introduction of new heavy vehicles to port roads, including electric heavy vehicles, operating under strict safety and operational conditions.

During the year, we worked with DP World to support the successful trial of its electric Internal Transfer Vehicle (ITV), which transports empty containers between its facilities on Fisherman Islands, and with SEQ Hauliers, who received approval to operate a new electric A-Double on Port of Brisbane roads and is seeking approval on a new A-Triple to operate under strict conditions at the Port as well.

Channel Enhancement Project

PBPL's proposed 25-year Port of Brisbane Channel Enhancement Project (CEP) aims to improve safety and efficiency of the shipping channel servicing the port, reduce vessel emissions, and cater for the future needs of the global shipping market.

The proposed project will include the deepening and widening of existing navigational channels, enhancement of the East Knoll Bypass Channel and realignments to improve navigational flow and safety.

In September 2024, the project was declared a 'coordinated project' by the Queensland Coordinator-General for which an Environmental Impact Statement (EIS) is required and the Australian Minister for the Environment and Water determined the project as a 'controlled action' under the *Environmental Protection and Biodiversity Conservation Act 1999*. In April 2025, the draft Terms of Reference was released for public consultation.

A single, comprehensive EIS for the Project will be prepared to address both State and Commonwealth Government requirements prior to an approval decision. As part of the EIS, PBPL will be required to undertake significant studies addressing all aspects of the project including the program of works, environmental, economic, social and cultural heritage matters.

PBPL has continued to engage with customers, industry, government, community stakeholders and Traditional Owners about the proposed project. A Stakeholder Engagement Plan was developed during the year to help inform and guide consultation during the EIS preparation and public consultation period.

A dedicated CEP webpage appears on the Queensland Coordinator-General's website, and we have created a project page on our website with fact sheets and key information, along with a dedicated email address for stakeholder enquiries about the CEP.

Brisbane International Cruise Terminal

Over the quieter winter months, we continued to invest in the BICT, completing further works to enhance passenger comfort and improve operational safety and efficiency. This included upgrading the taxi rank marshalling area to increase capacity, installing shade structures to outdoor seating areas and installing additional fans within the terminal's baggage hall and outdoor plaza area.

Elevated walkways were installed, connecting mooring dolphins to the BICT wharf, ensuring linesmen can move safely and efficiently while handling vessel mooring ropes. This upgrade enhances safety, reduces mooring times, and improves responsiveness to line adjustments or additional moorings. Supporting local jobs, the project utilised suppliers, professionals and subcontractors based in the greater Brisbane area, in line with the aspirations of our Infrastructure Sustainability Strategy to use local suppliers, where feasible and competitive.



Read more about the Channel Enhancement Project on [our website](#) or visit the Queensland Government Coordinator-General's [website project page](#).

HIGHLIGHT

From Land to Sea

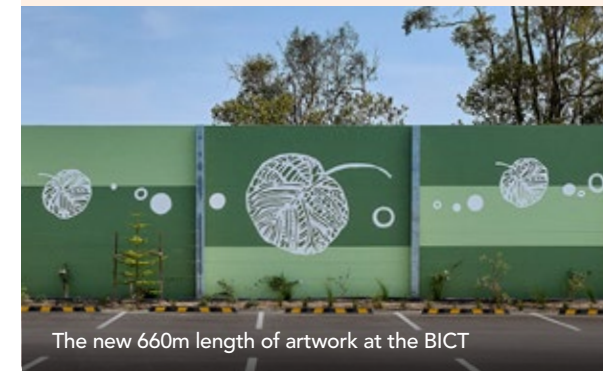
In September we unveiled a new artwork at the BICT by renowned Quandamooka artist, Delvene Cockatoo-Collins.

Set along 660m of panels, *From Land to Sea* (2024) is a sequence of plant images and natural phenomena that derive from the transition through local landscapes that are typical of the rivers and waterways near the Port of Brisbane and across South-East Queensland.

The artwork was delivered as part of PBPL's 'Innovate' Reconciliation Action Plan (RAP), our second RAP. Through this work, we sought to celebrate First Nations artwork while also creating a sense of arrival and destination, for passengers who travel through the cruise terminal every year.



Read more about our Innovate Reconciliation Action Plan on [page 76](#).



The new 660m length of artwork at the BICT



Electrolux Group Distribution warehouse and experience centre

2030 GOAL

Achieve a minimum 5-star sustainability rating for all new Property and Port Infrastructure Projects

FY25 FOCUS AREA TARGET

Deliver FY25 Infrastructure Sustainability Strategy actions

PROGRESS

ACHIEVED

LINKS TO MATERIAL TOPICS



Enabling supply chains and efficient port infrastructure



Sustainable trade growth and diversity



Environmental stewardship



Customer relationships

Port development

Context

We're responsible for developing the Port in a way that supports our customers and facilitates trade growth while minimising environmental impacts.

We provide access to Southeast Queensland's (SEQ) pre-eminent location for trade-related businesses and work collaboratively with new and existing customers to support their growth. PBPL is responsible for the development of land, infrastructure and assets as well as facilitating, assessing and conditionally approving green and brownfield development on Brisbane Core Port Land.

As Port Manager, PBPL plans, develops and manages one of SEQ's largest industrial landholdings set across five distinct property precincts. These precincts support a diverse range of land uses including industrial, transport and maritime, infrastructure, retail/commercial services, and conservation buffers.

Our dedicated team of property, planning, infrastructure, and sustainability experts work with customers from development design through to delivery and ongoing management support. We take a long-term view to the partnerships created with our customers and work closely with them to ensure facilities support their operations now, and into the future.

Our approach

The development of port land is guided by our long-term Master Plan together with planning tools such as the *Brisbane Port Land Use Plan 2020* and *Technical Standards 2021*.

Our planning instruments establish design, operational, and compliance standards for PBPL, its customers, and contractors. Where feasible, we integrate best practice and sustainable design principles into new port developments to deliver high-quality facilities. This includes material selection, waste management, monitoring of environmental performance metrics during construction and operation, and the optimisation of water and energy use through efficient design.

Port development

Where feasible, we incorporate sustainable design elements into new port property developments, including rooftop solar, water and energy efficiency measures, waste minimisation and circularity, and the use of more sustainable products such as low carbon concrete.

We work with delivery partners to actively manage environmental impacts during both construction and operation. During construction, we prioritise responsible material selection, resource efficiency, and onsite waste management. In the design phase, we assess opportunities to reduce long-term environmental impacts of facilities once operational.

Sustainability in property and port development also involves collaboration, innovation, performance assessment, and continuous improvement. We engage with consultants, delivery partners, subcontractors, and suppliers to explore new materials and methodologies. Our Infrastructure Sustainability Strategy provides a structured framework and action plan to enhance sustainability outcomes on port development and asset management activities.

Future Port Expansion

We continue to develop our Future Port Expansion (FPE) Area — approximately 200ha remaining — in line with operating and reclamation models to provide new land for port development.

Land is developed by beneficially reusing mud and silts removed from the Port's berth pockets and channel as part of annual maintenance dredging, which is required to maintain safe, navigable depths of the shipping channel. It is removed from the channel and pumped ashore into designated areas of our FPE by the *TSHD Brisbane* under permit conditions.

As part of surcharging works, which are undertaken in the late stages of land reclamation to remove excess moisture from the ground, a layer of sand from the Port's navigational channel is placed on top of the mud and silts. Where practical, sand from surcharging activities is beneficially reused across our development sites. Surcharge is transported via heavy haulage truck movements; the relocation and reuse of this material is carefully considered as part of planning processes with the aim to minimise truck movements when rehandling surcharge, where possible.

Key initiatives

Infrastructure Sustainability Strategy

Our Infrastructure Sustainability Strategy provides a framework and action plan to enhance sustainability outcomes on port development and asset management work. In FY25, the strategy outlined a series of targeted actions aimed at embedding sustainability into the planning, design, and delivery of infrastructure assets. Most actions have been largely achieved, demonstrating strong cross-functional engagement and alignment with the

organisation's broader Sustainability Program. Outstanding actions are progressing into FY26.

Heron Drive construction

In July, we completed construction of 380 metres of new road on Fisherman Islands to provide access to 8.4ha of development land within the FPE.

The dual lane road included a new intersection and roundabout at Curlew Street to improve safety for road users, neighbouring tenants and pedestrians. In line with our Infrastructure Sustainability Strategy, the project implemented measures to reduce associated emissions during construction and operation.

HERON DRIVE CARBON MANAGEMENT OUTCOMES

Carbon reduction summary*	Volume
Total Asphalt RAP sustainable mix used	6,134 tonnes
Recycled Asphalt Pavement (RAP) used	920.1 tonnes (15% of total asphalt)
kg CO2 savings per tonne for RAP sustainable mix	7.1kg
Total CO2 savings for project	43,551.40kg

Source: BMD Urban Pty Ltd.

* Compared to business as usual.



The new 380m stretch of Heron Drive, Fisherman Islands

B1 East Ground Improvement

During the year we completed surcharge works on a 10.7ha land parcel within the FPE area, with works brought forward over 12 months ahead of schedule to help meet anticipated trade demand. This acceleration was possible due to the completion of works at other sites, allowing for surcharge material to be reused. Finished development levels include allowance for flood immunity and sea level rises, building in resilience to this important port infrastructure.

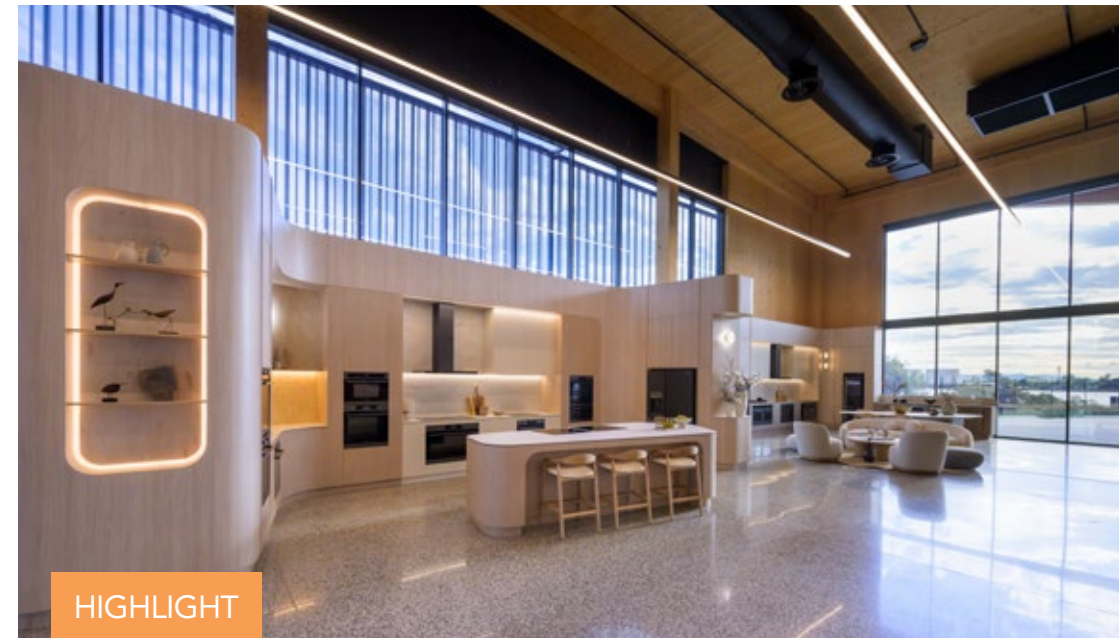
To minimise construction impacts of these works, the project team managed resource use by trialling a pegless survey system to minimise waste and using seawater for dust control. Environmental impacts from the heavy machinery required for this work were managed by minimising haulage routes to reduce fuel use, with the contractor using machinery with Tier 4 certified engines as well as AdBlue, to reduce greenhouse emissions and pollutants from exhausts.

It is estimated that the accelerated land development program has avoided double handling of approximately 500,000m³ surcharge materials which otherwise would have had to be relocated to other parts of FPE. This is estimated to have avoided 29,000 truck movements — equivalent to 473 tCO₂eq.

Driving sustainable outcomes on port property projects

During the year we developed a tool to help drive positive sustainability outcomes on port property projects. The tool aspires to give PBPL and the project delivery team additional flexibility including setting and measuring project-specific sustainability targets and to identify new opportunities/initiatives. As project delivery teams change with each project, standardising, capturing and centralising this information aims to provide a clear framework and tool for each property project.

We also started measuring embodied carbon on selected port property projects. Working with The Footprint Company (part of the TSA Riley group), this is designed as another tool to capture and measure data and help inform future decision-making and learnings. By sharing the outcomes with our delivery partners, we seek to build knowledge and identify ways to convert this knowledge into project decision-making.



HIGHLIGHT

Electrolux Group — Targeting our first 6-Star Green Star rating

In May, we celebrated the opening of Electrolux Group's new Queensland Distribution and Experience Centre at our Port West Industrial Estate; the first tenant to open within Stage 2 of the estate.

The new facility is targeting a 6-Star Green Star rating (v1.3) from the Green Building Council of Australia, which assesses both the building's construction and first six months of operations.

It incorporates rooftop solar (operated by PBPL), low-carbon concrete, and a showroom with a timber structure crafted from Glulam and Cross Laminated Timber (CLT), while through PBPL's embedded energy network within Port West Stage 2, Electrolux Group will also have access to 100% renewable power for its operations.

Other sustainability measures include water efficiency and recycling initiatives which capture rainwater for use in bathrooms and workshop appliance testing, along with the recycling of water used for fire system testing. Additional elements include a Recycling Centre, Building Management System (BMS) and an optimised design which sought to reduce embodied carbon wherever possible.

HIGHLIGHT

New customer facilities

In FY25, we delivered four new customer facilities (Blue Water Shipping, DSV Air & Sea, Bridgestone Australia and Electrolux Group) and completed a significant facility upgrade for TOLL and expansions for Team Transport & Logistics and Prixcar.



Customer	Blue Water Shipping Depot and distribution hub	DSV Air & Sea Warehouse and container depot	Electrolux Group Distribution warehouse and experience centre	Bridgestone Australia Queensland distribution centre
Location	Fisherman Islands	Fisherman Islands	Port West Stage 2	Port West Stage 2
Completion date	November 2024	December 2024	December 2024	April 2025
Site area	5.18ha	4.80ha	4.22ha	5.16ha
Scope	Warehouse and administrative building, car parking, hardstand, washbay and bond store	Warehouse, two-storey operations office, container-rated hardstand, awnings, truck manoeuvring and car parking areas	Warehouse space, premium Experience Centre, two-storey office, repairs workshop, hardstand/truck apron and car parking	Warehouse, dock office, hardstand and car parking
Sustainable design elements	<ul style="list-style-type: none"> • 99kW rooftop solar system • Enviroconcepts water treatment system • Low carbon concrete in the car park and warehouse dado panels • Highly efficient steel frame design that reduced overall steel tonnage 	<ul style="list-style-type: none"> • 100kW solar installation • Low carbon concrete in external pavements • Energy efficient LED light fittings • Water efficient hydraulic fittings • Rainwater tanks for greywater use • Recycled materials used in civil construction 	<ul style="list-style-type: none"> • Targeting a 6-star Green-Star rating • Access to 100% renewable energy through PBPL's embedded energy network (Port West Stage 2) • Shared fire services <p>(Refer page 48 for more details)</p>	<ul style="list-style-type: none"> • Access to 100% renewable energy through PBPL's embedded energy network (Port West Stage 2) • Shared fire services • Water efficient hydraulic fittings • Low carbon concrete • Recycled materials used in civil construction
Principal contractor	FKG	McNab	McNab	McNab



2030 GOAL

100% alignment with ISO55000

FY25 FOCUS AREA TARGET

Develop a sustainability evaluation tool

PROGRESS

ACHIEVED

LINKS TO MATERIAL TOPICS

> Enabling supply chains and efficient port infrastructure

> Technology

> Customer relationships

Asset management

Context

As Port Manager, we're responsible for the development, maintenance and renewal of major port assets including roads, wharf infrastructure, channel, and water and sewerage services. We also manage PBPL's dredging and marine fleet, ICT infrastructure and our renewable energy generation and storage assets and associated electrical network.

We understand the critical importance of developing and maintaining reliable, long-term assets to support both our customer's needs and the economic functioning of the Port. We are committed to delivering a high-quality, compliant, and sustainable service to our customers and other port stakeholders by providing world-class, safe, reliable, and efficient assets. Asset management can also help support the circular economy and achieve strong sustainability outcomes for PBPL and our customers, who depend on asset quality and performance for their operations.

Our approach

PBPL's infrastructure assets are designed and constructed for long-term performance, with asset management becoming increasingly complex due to the size of our asset base, age of some of our oldest assets, and renewable infrastructure such as solar and battery storage.

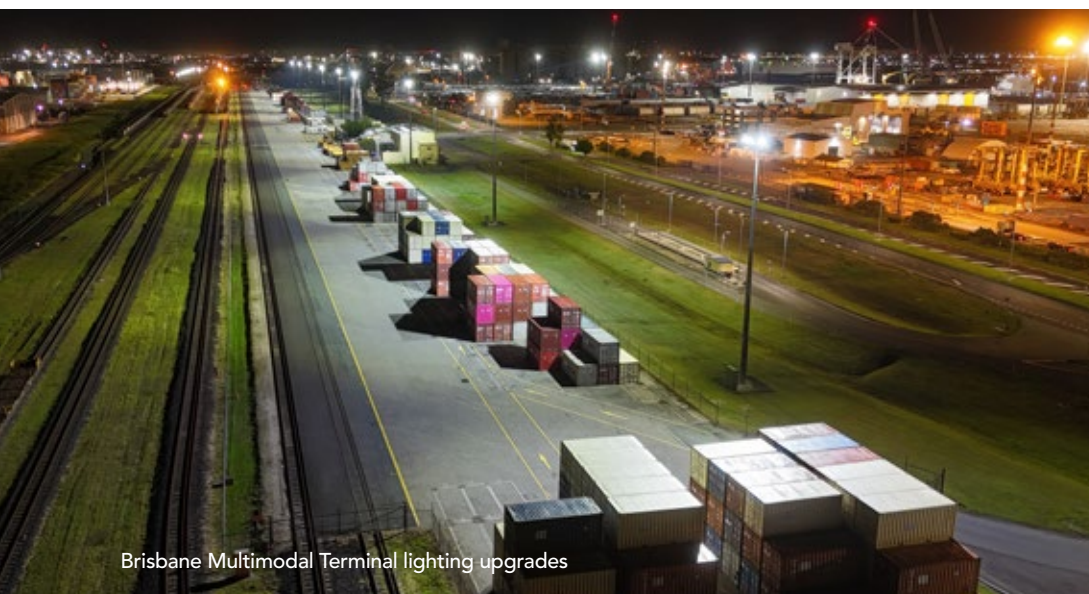
Our comprehensive asset management program, Asset Management Connect, seeks to ensure assets are managed safely, efficiently, and sustainably throughout their lifecycle, meeting stakeholder and customer needs while minimising whole-of-life costs, managing risk, and maximising performance. The program also recognises that effective lifecycle asset management can minimise associated resource consumption.

The program also focuses on reducing resource consumption through effective lifecycle management and optimising maintenance to avoid both over- and under-servicing, ensuring resources are used efficiently and risks of premature failure or costly remediation are minimised.

Key initiatives

Infrastructure Sustainability Scorecard

In line with the Infrastructure Sustainability Strategy developed in FY24 and capital planning objectives, this year a Sustainability Evaluation Tool (Sustainability Scorecard) was developed to guide and assess all capital projects budgeted at \$500,000 or more. The scorecard aims to embed environmental, social and governance (ESG) criteria into project initiation, design and delivery processes.



Brisbane Multimodal Terminal lighting upgrades

Asset Management Connect

Our Asset Management Connect (AMC) system was implemented in FY25, uplifting asset management capabilities across the organisation. We have continued to refine the system and asset management information to support effective and data-driven decision making. AMC supports our work to optimise the management and performance of our increasingly complex asset management base as we work towards our 2030 Asset Management focus area goal of aligning with ISO55000 (Asset Management).

BMT lighting upgrades

The Brisbane Multimodal Terminal operations yard has nine large lighting towers that provide the necessary lighting to enable 24hr operations. Phase 1 of the upgrade project saw the light fittings updated to state-of-the-art LED fittings, improving lighting levels and reducing power consumption. Phase 2 of the project, completed in June 2025, delivered improvements to the electrical safety of the lighting system with nine new distribution boards meeting category zero arc flash standards as well as new control systems. The new control systems enable improved functionality and the ability to adjust light levels to suit works operations across the yard, further reducing power requirements.



Pressure Reducing Valves project

Water network management

During the year, we identified an opportunity to improve water supply efficiency on Fisherman Islands through targeted asset management initiatives. These included pressure management by installing two Pressure Reducing Valves aimed at reducing water losses through leaks and dividing the network into five District Metered Areas to enable better visibility of water supply across the Fisherman Islands precincts. The initiative aims to address the relatively high level of non-revenue water — water lost or unaccounted for before reaching end users — across our operating precincts, largely caused by high operating pressures in aging infrastructure, which increase the likelihood of water main leaks.

Wharf 5 extension relieving slab reconstruction

The Wharf 5 extension relieving slab reconstruction project was the first time PBPL had incorporated the use of Hybrid Alkali Activated Concrete (HAAC) in a marine environment. The project required construction of a new relieving slab as the existing had degraded over time.

HAAC is a lower carbon concrete mix that uses alternative materials to general purpose (GP) cement. Approximately 70% of the cement required in the new relieving slab was substituted for HAAC. This resulted in avoidance of approximately 40 tonnes of CO2 emissions from the production of the concrete. The previous relieving slab was cut into pieces and trucked to Eco Earth Resources for recycling, saving approximately 90 cubic metres of reinforced concrete waste from landfill.

Pile wrapping

A major, multi-year pile wrapping project was completed during FY25 — a significant investment in our wharf assets which are critical infrastructure essential to sustaining the Port's trade operations.

Delivered a year ahead of schedule by specialist contractor O'Connor Land & Marine, the works have protected around 1,200 wharf piles from corrosion within a harsh marine environment.

EV Rapid Charging Project

To support the growing demand and increase in electric vehicles and equipment, additional EV chargers were installed at PBPL locations during the year. While predominantly vehicle chargers, one Container Tractor Charger was installed at the BMT. These are in addition to existing charging stations already installed at the Port Office and PC1 building.

The new charging stations are designed for high efficiency charging and powered with renewable electricity sources, further contributing to the reduction of our scope 1 emissions while supporting fleet electrification initiatives. The charging stations are available for PBPL employees and visitors to use.

AAT transformer upgrades

During the year we completed an upgrade of aging electrical transformers at our customer, Australian Amalgamated Terminal's, facility to enhance system reliability and reduce environmental impact. Requiring replacement due to asset lifecycle age and operational demands, the upgrade has integrated modern technology and uses biodegradable fluid that improves energy efficiency, reliability and reduces environmental risks associated with older infrastructure.

Benefitting both our customer and PBPL, the work has extended the lifespan of the assets and is anticipated to reduce waste and long-term maintenance requirements while increasing reliability of electrical infrastructure, supporting operational efficiency and unlocking further electrical capacity to support our customers' future growth.

Electrical safety — arc flash program

During FY25, we continued an arc flash assessment and mitigation program across PBPL's electrical network to enhance safety and operational resilience.

Potential arc flash incidents pose a significant safety risk for personnel working on high and low-voltage electrical systems. Compliant with Australian electrical safety standards, the Program has improved workplace safety through limiting exposure to arc flash risk with the implementation of enhanced equipment design, upgraded PPE and training requirements, and upgraded systems to ensure the highest safety measures are obtained to enable safe access.

Under this program, nine electrical supply switchboards at the BMT light towers and an aged switchboard at the Whyte Island Operations Base were also replaced with new boards that meet modern standards for category zero arc flash ratings.

Managing resource use on road projects

Road maintenance is a key focus of our asset management program, supporting the safe and reliable operation of over 40km of port roads used daily by thousands of passenger and heavy vehicles.

We collaborate with construction partners to explore and use more recycled and low-emission materials. By responsibly reusing or recycling materials where practical, we aim to reduce environmental impact and landfill waste while maintaining safe, durable, and reliable port roads.

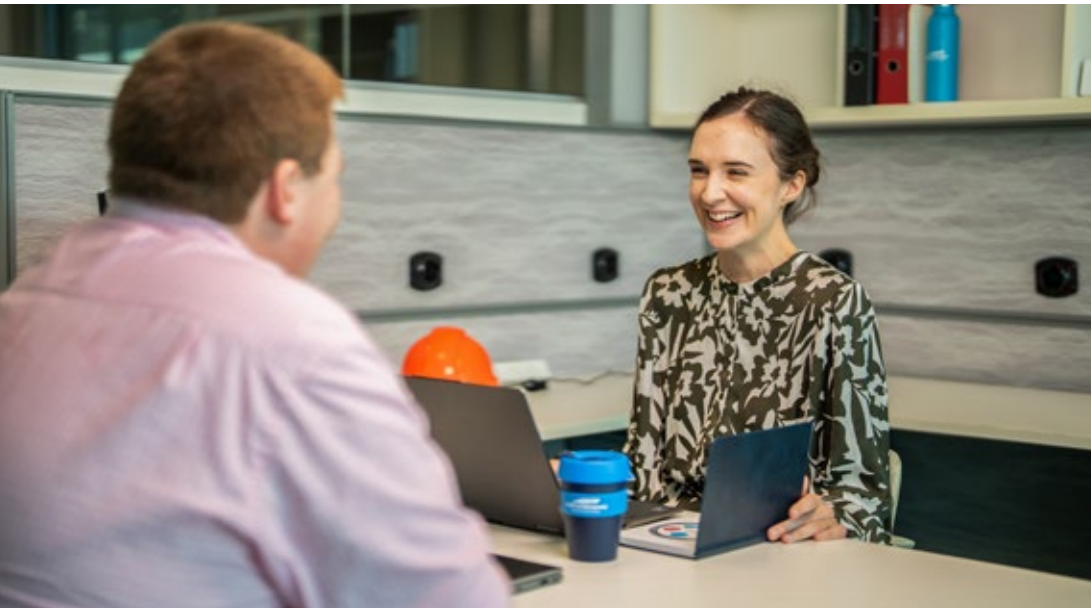
Under our Infrastructure Sustainability Strategy, tenders for pavement rehabilitation projects include a requirement for the tenderers to propose what methodologies will be adopted to maximise the use of renewable energy, reuse and/or recycling of waste material and to minimise waste transferred to landfill.

During the year, we completed three road pavement rehabilitation projects — one at our Port West Estate (Stage 1) and two on Fisherman Islands. All projects prioritised the beneficial reuse of demolished materials by our contractor partners and minimised the amount of waste sent to landfill.

	Radar Street	Bulk Terminals Drive, Bishop Drive and GP Berth access road	Port Drive
	Port West Industrial Estate (Stage 1)	Fisherman Islands	Fisherman Islands
Length of road	350 metres	1,700 metres	1,400 metres
Total asphalt (RAP)	23,840 tonnes of Reclaimed Asphalt Pavement (RAP) All asphalt products used on the project were RAP mixes		
Total CO2 savings for project*	Approximately 310 tonnes		
Total waste recycled or beneficially reused	Approximately 24,200 tonnes		
Total waste to landfill (kg)	Zero		

Source: Data provided by delivery contractors Malcolm Civil and Fulton Hogan

* Emissions savings relevant to a business as usual approach



2030 GOAL

100% alignment with ISO20400 with audit verification

FY25 FOCUS AREA TARGET

Deliver FY25 Sustainable Procurement Strategy actions

PROGRESS

ACHIEVED

LINKS TO MATERIAL TOPICS



[Responsible governance](#)

Sustainable procurement

Context

Our teams engage with suppliers as part of daily business operations and strategic activities. Robust and sustainable procurement practices are important for PBPL and our suppliers to ensure our procurement processes are value-adding.

These practices extend resource lifecycles, improve cost efficiency, foster innovation, promote diversity and strengthen relationships with our suppliers and the wider community.

Our approach

We have robust procurement policies, procedures and standards in place to support our people in acquiring the external goods and services that our business needs to operate efficiently, effectively and sustainably.

Our purpose-led procurement approach aims to maximise value, reduce cost, mitigate risk, while meaningfully supporting and contributing to our strategic objectives. Employees receive procurement training relevant to their roles.

Our procurement practices comply with all relevant legislation and regulatory frameworks. We report annually to the Australian Government via our Modern Slavery Statement.

In FY25, we had 817 direct suppliers; of these, 96% are located within Australia. Our major categories of procurement included construction and engineering services, vessel maintenance and refit, facilities management, repairs and maintenance, technology, and advisory and consultancy services.

Key initiatives

Sustainable Procurement Strategy

During FY25, we focused on building a strong foundation to effectively integrate our Sustainable Procurement Strategy into PBPL's existing procurement framework. The work undertaken enhances our efforts to mitigate and manage procurement-related risks and unlock opportunities that support our sustainability objectives and include:

- revising PBPL's Procurement Policy, Standard and Procedure to align with the key principles described in *ISO 20400 (Sustainable Procurement)*
- conducting a detailed mapping exercise to understand our influence and interest in relation to sustainable procurement
- commissioning a formal risk assessment to systematically assess the sustainability risks and opportunities of our procurement activities.

Modern slavery

We have zero tolerance for modern slavery and strive to prevent modern slavery within our operations and supply chain. We continue to drive various initiatives to strengthen our response to the *Commonwealth Government's Modern Slavery Act 2018 (Cth)*.

As part of our approach to identifying and addressing modern slavery risk, we engaged an external contractor to conduct a comprehensive assessment of our supply chain. The assessment methodology was based on estimates of modern slavery incidences at the national and industry level and was underpinned by reputable sources including trade and statistical data. Using a risk rating scale from low to high, the assessment found that 80% of PBPL's suppliers pose a low risk of modern slavery with the remaining 20% identified as moderate risk. No suppliers were assessed as high risk.

Other initiatives were progressed to mitigate modern slavery risk and raise awareness of its impact. A refreshed modern slavery training module was developed and will be provided annually to all team members to complement employee onboarding training. The *TSHD Brisbane* induction was updated to incorporate modern slavery risk indicators and create awareness among visitors and contractors.

Supplier diversity and inclusion

Increasing our spend with First Nations businesses is a key initiative of our Innovate Reconciliation Action Plan (RAP) and aligns with our 2030 Sustainable Procurement goal. In FY25, we engaged 12 Aboriginal and Torres Strait Islander-owned businesses to provide consulting services, catering, training, waste management, cultural performances, and office consumables.

Additional business improvement initiatives were progressed to further support our supplier diversity and inclusion efforts. An external consultant was engaged to review PBPL's procurement policies and practices to identify unconscious and structural bias, resulting in actionable recommendations to enhance our Procurement Strategy. Employees are now able to access supplier diversity training through our Supply Nation membership, while additional information and data about our efforts and progress was made available to employees through our intranet platform.



Read more about our Innovate Reconciliation Action Plan on page 76.

HIGHLIGHT

Supporting Mission to Seafarers, Brisbane

A global charity, Mission to Seafarers (MTS) supports the men and women working at sea, providing physical, emotional and spiritual support.

They also play an important role in helping to identify and manage modern slavery risk at Australian ports.

At the Port of Brisbane, Brisbane Seafarers Centre supports on average over 7,000 visiting seafarers every year.

We have been a long-time partner of the Brisbane Seafarers Centre, from fully subsidising their lease, managing building maintenance, having representation on its Management Committee and hosting its Port Welfare Committee.

Our teams have continued to donate clothing for visiting seafarers and this year through community funding, we extended our support to provide funding that contributed to the purchase of a new minibus for the centre.



Mission to Seafarers



Digital transformation

Context

Technology enables our people to be more productive, efficient, and innovative. It keeps our business secure and sustainable, and it helps us unlock value for PBPL and our customers.

At PBPL, technology is essential to facilitating the flow of people, cargo, ideas and innovation. It helps us stay connected and contributes to our overall business success.

Our approach

We are required to satisfy significant regulatory requirements relating to technology, including cyber security. This remains a key priority for PBPL and requires governance structures and ongoing risk management to respond to the ever-evolving digital world.

Throughout the year, we have continued to strengthen our systems, processes, and responses to enhance our cyber security posture and resilience. We continue to align with the Australian Cyber Security Centre (Australian Government Department of Home Affairs) to ensure we meet all requirements under the *Security of Critical Infrastructure (SOCRI) Act 2018* legislation. This is delivered through our systems, processes and technology coupled with important training and awareness for employees and stakeholders.

Focusing on purpose and value helps to ensure investment in technology delivers value for our business including safety, risk reduction, sustainability improvements and commercial outcomes and ensures business decision-making is informed by robust data.

We continue to evolve our digital capabilities to support the collation, integration, and analysis of some sustainability and operational data. This enhances visibility of environmental impacts, enables data-driven insights, and supports sustainability compliance reporting.

2030 GOAL

Create value through becoming a digital leading port

FY25 FOCUS AREA TARGET

Implementation of *TSHD Brisbane* energy monitoring system

PROGRESS

ACHIEVED

LINKS TO MATERIAL TOPICS

> Technology and innovation

> Cyber security

Key initiatives

Technology project support

Throughout the year we have supported major asset management, operational, health and safety and finance projects to uplift capability and enhance data-driven decision-making across the business.

This includes developing and refining internal reporting systems and dashboards used to assist the ELT and business units collate, analyse and report data relating to our Sustainability Program and business operations.

TSHD Brisbane energy monitoring system

The *TSHD Brisbane*, our flagship dredging vessel, is responsible for the majority of PBPL's scope 1 emissions. A new monitoring system is now in place onboard the vessel, enabling teams onboard and ashore to better understand how different operational modes affect fuel consumption and resulting emissions.

The new system went live in FY25 and our marine technical and operational teams, both ashore and onboard, will continue to monitor and refine data analysis while exploring and safely implementing tangible emission reduction initiatives.

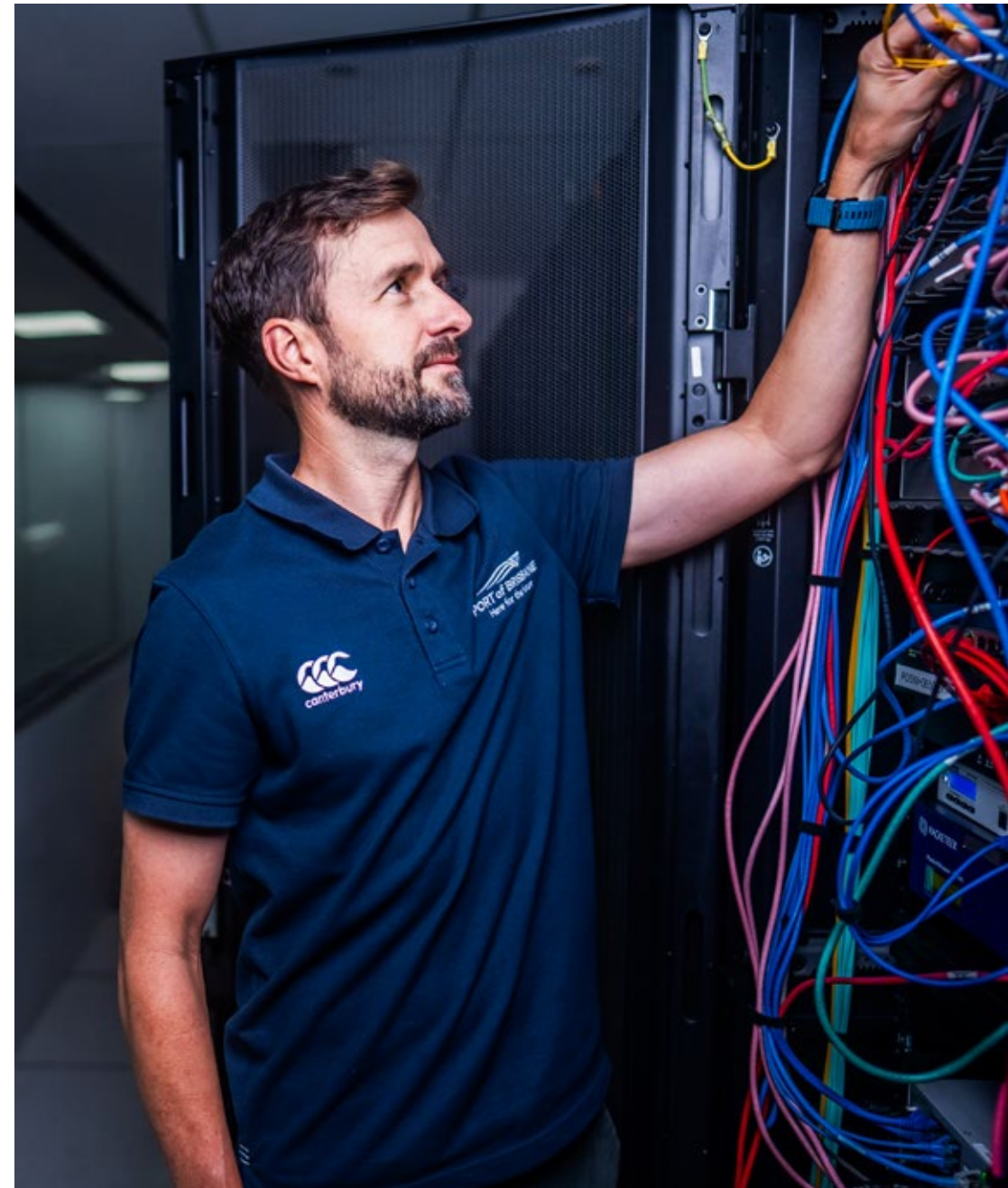
Infrastructure resilience and system modernisation

Digital infrastructure is an essential enabler that underpins physical infrastructure projects and operations as well as digital systems.

During FY25, we have continued to modernise our digital infrastructure as part of asset lifecycle management. When this is required, we have sought to enhance security and business resilience, improve network connectivity, reduce hardware footprint and enhance data capture.

As part of a broader program of updating and modernising some business systems, aging server hardware was decommissioned by our Technology Team. While enhancing business resilience, decommissioning the server has reduced our energy consumption both in terms of powering and cooling the equipment and has also reduced our server footprint for existing business operations.

The team also oversaw the replacement of PBPL's Uninterruptable Power Supply (UPS) for the data room which required replacement as part of lifecycle asset management. A critical piece of infrastructure in data rooms, the successful replacement is an important business resilience measure that required considerable planning and implementation.



Planet

OUR 2030 PLANET GOAL

Achieve net positive environmental benefit

RELEVANT UNSDGs



IN THIS SECTION:

- Air quality
- Energy efficiency
- Climate change resilience
- Resource management
- Water quality
- Biodiversity





2030 GOAL

No National Environmental Protection Measures (NEPM) exceedances

FY25 FOCUS AREA TARGET

No NEPM exceedances

PROGRESS
ACHIEVED

LINKS TO MATERIAL TOPICS

> Environmental stewardship

Air quality

Context

Emissions from ships, trucks and machinery operating at the Port of Brisbane contribute to regional air quality. Poor air quality can affect community health, workforce safety, and regulatory compliance. Regional air quality is generally good but can be influenced by natural events (bush fires), vehicle emissions, industrial activity, and weather conditions. The Port must align with national standards (National Environmental Protection Measures — NEPM), Queensland environmental laws and continues to respond to evolving expectations and opportunities towards sustainable, low-emission operations.



Air quality monitoring data is available on [our website](#).

Our approach

PBPL assesses the potential impacts of proposed operations through its Land Use Plan and Technical Standards and, when required, refers projects to the State Government for further assessment. This process ensures all new activities align with the Port's planning framework and meet regulatory standards. Construction projects on Port land must implement a Construction Environmental Management Plan to minimise local environmental impacts. Where elevated air quality impacts are identified, PBPL collaborates with customers to ensure additional control measures are implemented.

PBPL's air quality monitoring program consists of four solar powered E-samplers which measure real-time PM10 and PM2.5 (particulate matter less than 10 and 2.5 microns) at two locations (Operations Base and Binger Drive). The E-samplers produce daily recordings which are reviewed by our consultant, with data then sent to PBPL to display on our website.

In FY25, there were no recorded instances of NEPM exceedances due to port activities.



2030 GOAL

Absolute zero emissions (Scope 1 and 2)

FY25 FOCUS AREA TARGET

Implement FY25 Energy Transition Plan actions

PROGRESS

ACHIEVED

Maintain Net Zero

PROGRESS

ACHIEVED

LINKS TO MATERIAL TOPICS

[!\[\]\(9c2e8d1b5bd77cb5c9f83b7a9cff79fd_img.jpg\) Climate change resilience](#)

Energy efficiency

Context

The transition from carbon intensive energy use to a low carbon future is important for our business. The effective management of energy use is critical to reducing emissions.

We are committed to achieving zero emissions (Scope 1 and 2) by 2030; doing so requires us to embrace a proactive and ambitious approach to reducing our emissions.

Our approach

In FY24 we achieved net zero emissions (scope 1 and 2, with offsets), maintaining this in FY25.

Our Energy Transition Plan, developed and implemented in 2024 and aligned to the Science Based Targets initiative (SBTi), focuses our efforts to further reduce our emissions at the source with less reliance on offsets. The Board-endorsed Plan focuses on the three key sources of our emissions generations: Marine, BMT Operations and Assets, and sets annual actions to transition our operations away from carbon intensive fuel and energy. The Plan focuses on a mix of behavioural change, changing technology, including electrification, and alternative low emissions fuels.

We have invested significantly in rooftop solar across our buildings, with a new 1MW system installed in the new Port West estate, our largest system to date.

Our Virtual Energy Network (VEN) enables us to virtually 'share' excess solar power generated between our sites, reducing our energy draw from the grid and delivering cost savings for our business.

Key initiatives

Green Button

In late FY24, we undertook a trial of our recently developed 'Green Button'; an innovative vessel transit management system designed to optimise shipping movements through the shipping channel and subsequently reduce emissions. The initiative was formally recognised this year with the project receiving the 2025 IPA National Infrastructure Award for Innovation Excellence, the 2024 Australian Shipping and Maritime Industry Environmental Award and the 2024 QIC Infrastructure Innovation Award for Sustainability.

Working with our key partner, DHI Seaport, we have continued to progress the development of the system in conjunction with further developments to the broader non-linear channel optimisation system (NCOS).

Embedded energy network

In January the embedded energy network within Stage 2 of our Port West Industrial Estate went live, enabling us to supply tenants within the estate 100% renewable power, either through onsite generation, storage or via a Power Purchase Agreement (PPA).

A 1MW rooftop solar system was installed on the Electrolux Group site, providing the estate with locally generated renewable energy. Excess energy generated from the solar is shared across other PBPL assets through the Virtual Energy Network (VEN). We have commenced the installation of a further 1MW of rooftop solar on the Bridgestone Australia site and the installation of a 1MW battery energy storage system (BESS) within the estate.

Within the estate, energy use — through solar power generation and battery storage — represents one of the most significant opportunities to create shared value for our customers.



TSHD Brisbane

TSHD Brisbane alternative fuel investigation

Emissions from our flagship dredge vessel, the *TSHD Brisbane*, make up the majority of our scope 1 emissions.

During the year, supported by relevant internal and external stakeholder consultation, we undertook an assessment to position us for a renewable diesel trial. While other alternative fuel options were also assessed, the assessment has demonstrated compatibility of renewable diesel on the vessel.

Small vessel design renewal plan

As part of our multi-year marine fleet renewal plan, we are assessing our fleet of support craft vessels for options to reduce emissions through repowering or replacing these over the short-to-medium term. Assessment and concept designs for our work boat support craft *Sea Lion* and *Turtle* have commenced for the potential replacement of these with electric vessels. We are also assessing the infrastructure requirements to support and power these vessels.

ENERGY CONSUMPTION BY TYPE (GJ) FY23–FY25

Energy Type	FY23	FY24	FY25
Diesel	32,279	21,080	258**
Carbon Neutral Diesel*	94,253	91,398	121,231**
Unleaded	384	390	425
Carbon Neutral Unleaded*	9	47	111
Onsite Solar	5,130	5,040	3,752***
Electricity	8,609	451	345
PPA Electricity	8,151	16,922	16,656
Oils and Greases	755	674	745
Total	149,570[^]	136,003[^]	143,523[^]

* PBPL participates in the Ampol Carbon Neutral Fuel program.

** All *TSHD Brisbane* diesel is now carbon neutral diesel

*** TC-Alfred resulted in damage to two solar systems

[^] Limited assurance by Ernst & Young

CARBON EMISSIONS BY SCOPE (tCO₂e) FY23–FY25

Energy Type	FY23	FY24	FY25
Scope 1	8,943	7,957	8,599 [^]
Scope 2	2,009	102	78 [^]
Total (scope 1 and 2)	10,952[^]	8,059[^]	8,677[^]
Scope 1 with offsets	2,307	1,520	57*
Purchased offsets	0	1,900	300
Scope 1 and 2 with offsets**	4,316	-279	-165
Scope 3	518,414	495,247	544,070 ***

* All *TSHD Brisbane* diesel is now carbon neutral diesel

** PBPL purchased Australian Carbon Credit Units to offset emissions in FY24 and FY25

*** Increase on FY24 due to increase in marine traffic and construction activity

[^] Reasonable assurance by Ernst & Young



2030 GOAL

Minimise our risk and increase our adaptive capacity

FY25 FOCUS AREA TARGET

Implement recommendations of the ASRS gap analysis

PROGRESS

ACHIEVED

LINKS TO MATERIAL TOPICS

[Climate change resilience](#)

Climate change resilience

Context

As a coastal asset, our infrastructure, operations and activities are inherently exposed to the impacts of climate change. We recognise that climate change poses both immediate and long-term risks to the way we operate the Port.

We take a proactive approach to identifying and managing climate-related risks and opportunities to strengthen our adaptive capacity and support informed decision-making. Actively addressing both physical and transition risks is critical to maintaining the Port's resilience and ensuring its continued operability.

While our ability to directly influence climate change outcomes is limited, the risks associated with climate change are significant for our business, and we are committed to managing them responsibly.

Our approach

We take a proactive approach to managing and mitigating climate change risks to enhance our adaptive capacity and support informed decision-making.

PBPL developed a Climate Change Risk and Opportunities Register in 2023 in line with the Equator Principles (2020) and the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

This assessment was undertaken in three stages: inception and framing, risk assessment, and identification of climate-related opportunities. The Climate Change Risk and Opportunities Register is reviewed regularly and update annually in accordance with the latest climate science.

Physical Risks

We have identified fourteen physical climate risks, comprising six high-level, seven medium-level, and one low-level risk. Key high-level risks include:

- **Major flooding:** Increased intensity of extreme weather events may lead to debris build-up, erosion, siltation, and long-term impacts on rock wall infrastructure, resulting in significant operational and financial consequences (acute).
- **Significant wind severity:** More frequent severe wind events may damage infrastructure and disrupt or halt operations (acute).

Key preventative controls to manage these risks include consistent monitoring and maintenance of critical infrastructure, particularly following major weather events, and enhancement of dredging and material management practices. Mitigative controls include ongoing development and review of adaptation plans, and continued research into sea level rise and related onshore infrastructure protection measures.

Transitional Risks

A total of twenty-one transitional risks have been identified, including two extreme, nine high, eight medium, and two low-level risks. These are grouped in line with TCFD categories: Market, Policy & Legal, Reputational, and Technological risks.

Key 'extreme' transitional risks include:

- **Market:** A reduction or elimination of high-carbon commodity exports, creating potential export gaps for PBPL.
- **Technological:** Insufficient technology readiness or the high cost of technological implementation.

Key 'high-level' transitional risks include:

- **Reputational:** Increased public and regulatory scrutiny if PBPL and its clients fail to reduce greenhouse gas emissions, resulting in stakeholder concerns and potential divestment.
- **Market:** Limited availability of offsets, rising fuel costs, and loss of competitive advantage.
- **Technological:** Failure to adequately decarbonise and insufficient readiness or investment in technology needed to meet 2030 net zero targets.

Preventative controls for these risks include influencing upstream and downstream commodity flows, diversifying into new imports or clients with a low-carbon focus, investing in proven technologies, and implementing medium-to-long term financial and investment planning. Mitigative controls include incorporating

future technological advancements into transition planning, maintaining open dialogue with tenants and shipping companies on decarbonisation plans, designing new facilities with flexibility for future low-emission uses, and replacing the *TSHD Brisbane* with a low-carbon alternative.

Climate-related opportunities

Eleven (11) transitional opportunities were also identified during the screening and desktop review phase. Similar to the risk register, the climate-related opportunities were compiled in a register which aligned to the TCFD recommendations, and grouped under the opportunity types of Energy Sourcing, Markets, Resilience, Products & Services, and Resource Efficiency.

Key initiatives

Reporting readiness

As a Group 1 company, we are subject to the regulatory requirement to disclose our climate-related risks and opportunities in accordance with the Australian Accounting Standards Board (AASB) S2 Climate-related Disclosure Standard for the FY26 reporting period. During the year, we undertook extensive preparatory work to ensure readiness for this obligation.

In collaboration with an external consultant, in FY24 we conducted a comprehensive gap analysis to assess our current position against the AASB S2 Standard.

TCFD opportunity category

Climate-related opportunities

Markets

- Decarbonisation of the shipping industry
- Becoming a 'sustainability leader' in Australian Ports

Resource efficiency

- Changing land use — blue carbon and carbon offsets
- Decarbonisation of container handling equipment
- Decarbonisation of road transport on site

Electricity sourcing

- Onsite battery storage
- Onsite hydrogen production and hub
- Retrofitting existing land infrastructure

Products and services

- Continuing energy transition

Resilience

- Replacement of the current dredging vessel

This assessment focused on the four core areas of Strategy, Governance, Risk Management, and Metrics and Targets. The outcomes of this analysis informed the development of an internal action plan, with key measures implemented during FY25.

A critical element of this work involved defining the financial implications of our principal physical and transitional climate risks. Through detailed scenario analysis, we identified and quantified the potential financial impacts of climate change on our business.





2030 GOAL

Zero PBPL waste to landfill and net positive water

FY25 FOCUS AREA TARGET

Implement recommendations of the Waste Management Strategy

PROGRESS ACHIEVED

LINKS TO MATERIAL TOPICS

> Environmental stewardship

Resource management

Context

We recognise our responsibility to reduce resource consumption and manage waste across all sites and operations. PBPL focuses on minimising landfill waste, increasing recycling and beneficial reuse, and managing water use efficiently.

Effective resource management protects the local environment and supports regulatory compliance and sustainable development. As a critical link between land and sea, PBPL maintains strict waste controls and promotes waste reduction and recycling to prevent impacts on waterways, biodiversity, and surrounding communities.

Resource efficiency remains central to our environmental stewardship as the Port grows. We aim to lead by example and empower our people and partners to drive positive change.

Our approach

Introduced in 2017, our Board-endorsed Target Zero strategy seeks to achieve zero PBPL waste to landfill and net positive water consumption by 2030. It applies to our main operations and all PBPL-operated sites.

Water management

Our water reduction strategy commits us to using more rainwater and recycled water to reduce our reliance on potable water. Management strategies include using saltwater for dust suppression on

construction projects and compaction for road construction, and collecting rainwater at the Port Office, Brisbane International Cruise Terminal (BICT) and the Brisbane Multimodal Terminal. The BICT, which facilitates the movement of thousands of passengers through the terminal for every cruise vessel call, is the largest contributor to our potable water consumption. This year, our water usage was 5,430kL[^]; made up of 4,801kL of grid supplied potable water and 629kL of rainwater collected and used at the BICT. Additionally, rainwater was collected at the BMT and Port Office facilities however this data has not been included due to data collection challenges. We also do not report water usage from our dredge vessel, the *TSHD Brisbane* because of data collection challenges.

Waste management

PBPL is responsible for the waste generated through our activities and operations at our sites and onboard the *TSHD Brisbane*. Our waste is divided into general, commingled recycling, metal recycling, ad hoc recycling (including organic waste, batteries and ink toner), upcycling, and hazardous waste.

Our Waste Management Strategy seeks to support the right conditions and systems within our business to improve our waste management outcomes. It focuses on education and awareness, improving waste management facilities and better measurement, monitoring and reporting of waste management.

[^] Limited assurance by Ernst & Young.

Key initiatives

Waste data management

During the year, we identified improvement opportunities in how we collect and report our waste data and implemented a new system with our contractor. We are seeking better understanding of our waste footprint and how effective our waste management actions are at reducing waste.

In FY25 the contractor responsible for PBPL's waste disposal experienced technical difficulties related to the roll out of new information technology systems. A sample of average bin weight data (for landfill and recycling waste streams) was used to estimate total weights. It is unclear whether the increases in landfill and decreases in recycling result from those technical issues or changes in waste performance. A new waste management contractor has been engaged for FY26.

Containers for Change

We continued to participate in the Containers for Change program in FY25, recycling 54,896 containers across all PBPL locations and onboard the *TSHD Brisbane*. Approximately 68% of these containers are collected at the Brisbane International Cruise Terminal due to the number of passengers and staff at the facility for each vessel call. Containers for Change advertising is in place at all worksites to encourage recycling, with the money raised going to our 2024/25 Employee Charity, MND & Me Foundation.

Simply Cups

In June we commenced a trial of the Simply Cups initiative to recycle disposable coffee cups at the Brisbane International Cruise Terminal — a major waste stream of the facility. Through the initiative, paper coffee cups are collected and processed by Simply Cups and reused in the manufacture of several products including road base, chipboard, wheel stops and food trays.

Recycling initiatives

Other waste recycling initiatives undertaken during the year include sending 76 out-of-service office chairs to Ergonomics Workstation Products Pty Ltd. Of these, 27 chairs were able to be repaired for reuse by social groups with the remainder dismantled and components sent for recycling. We continued to recycle old operational uniforms, with 207kg provided to Blocktexas, who processes and reuses these.

TOTAL WASTE GENERATED AND RECYCLED FY23–FY25

	Total waste (tonnes)	To landfill (tonnes)	Total recycled (tonnes)	% Waste diverted from landfill	Recycling (tonnes)*	Metal recycling (tonnes)	Ad hoc recycling (tonnes)	Upcycling (tonnes)	Hazardous waste (tonnes)
FY23	107.0	51.3	55.7	51%	34.0	12.8	2.3	6.4	0.2
FY24	151.6	72.0	79.6	53%	59.5	9.1	5.9	5.1	0.0
FY25	197.3	112.4 ^{**}	84.9	43% [^]	69.5	10.4	4.1	0.9	0.0

* Recycling includes commingle, secure paper, paper and cardboard, clear plastic and oily water.

** Refer to 'Waste data management' information under 'Key initiatives' above.

[^] Limited assurance by Ernst & Young.



Office chair componentry sent for recycling



270kg of old uniforms were recycled by Blocktexas



HIGHLIGHT

Waste management at the Operations Base

The Marine Maintenance team at our Operations Base undertake a significant amount of vessel maintenance every year to help keep our marine fleet operating, which generates a significant amount of waste due to the nature of the work.

The team manage waste materials across seven waste categories — scrap metal, hazardous, commingled, batteries, old uniforms, Containers for Change and waste to landfill. They also manage upcycled materials — those that are repurposed or reused.

The team takes a proactive approach to its upcycling program, identifying and setting aside parts from vessels and equipment that could be used during future refits, refurbishments or maintenance.

This year, the team re-purposed rubber fender material from PBPL's hydrographic surveying vessel, *Jim Peel*, which was adapted and repurposed onto the *Frank Wilson* tug vessel during refit. The team also overhauled equipment parts for other vessels including the *TSHD Brisbane*.

In FY25, approximately 0.88 tonnes of material was reused and repurposed, reducing waste to landfill and cost to the business.



Repurposing used rubber fender material for the *Frank Wilson* vessel



2030 GOAL

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

FY25 FOCUS AREA TARGET

Treat 900m of degraded creek and stream banks

PROGRESS

PARTIALLY ACHIEVED

Work commenced in June, delayed start due to weather

LINKS TO MATERIAL TOPICS

[Environmental stewardship](#)

Water quality

Context

The Port of Brisbane is located at the mouth of the Brisbane River, adjacent to the Moreton Bay Marine Park. Protecting and enhancing water quality is essential for maintaining our social licence to operate and supporting sustainable port operations. As Port Manager, we maintain the navigational channel — required under our lease with the Queensland Government — and support land-based trade operations.

A major water quality issue is sediment deposited in the Brisbane River and Moreton Bay, with around 95% coming from degraded upstream waterways, mainly in the Lockyer Valley (Australian Rivers Institute). This sediment load increases after severe weather, settling in the shipping channel and requiring regular dredging to maintain safe depths. Excess sediment can also harm local marine habitats such as seagrass and coral.

Our approach

PBPL manages sediment through an annual maintenance dredging program, conducted under strict controls and permit conditions. About 50% of dredged material is beneficially reused to reclaim land in our 200ha Future Port Expansion Area, while the remainder is placed at the Mud Island Dredged Material Placement Area, supporting both environmental management and trade growth.

We also manage stormwater impacts through our Land Use Plan and Technical Standards, referring projects to the Queensland Government when required. To address sediment at its source, we fund offsite stormwater treatment by investing in catchment rehabilitation, mainly in the Lockyer Valley. Since FY16, we have invested around \$6.35 million to rehabilitate degraded waterways — reducing sediment and nutrient run-off into the Brisbane River and Moreton Bay.

Key initiatives

Lockyer Valley Stage 5 Offsite Stormwater Project

During the year we commenced a project with Healthy Land and Water to rehabilitate over 900 metres of Laidley Creek, which builds on four earlier stages of work previously completed. The project, which includes a maintenance period once completed, will include reprofiling and stabilising degraded banks and replanting the site with native trees and plants. The project was scheduled to be completed in FY25, however work was delayed due to wet weather.



Bird watching

2030 GOAL

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

FY25 FOCUS AREA TARGET

Continue Whyte Island biodiversity project (cumulative 7ha) and assess in accordance with Queensland Herbarium (2015) *BioCondition Assessment Manual*

PROGRESS
ACHIEVED

LINKS TO MATERIAL TOPICS

[Environmental stewardship](#)

Biodiversity

Context

Port of Brisbane is located in sensitive environmental surrounds, immediately adjacent to the Moreton Bay Marine Park and close to internationally important Ramsar wetlands — rich in biodiversity and incorporating a range of coastal environments which provide significant habitat for a wide range of marine flora and fauna. Environmental areas surrounding the Port also provide important buffer zones between our operations and the local community.

While the operational areas of the Port are highly industrialised, port planning has enabled the enhancement of green spaces within the port precinct which attract a diverse range of terrestrial flora and fauna. In total, these green spaces represent over 37% of port land.

Our approach

We seek to maintain these areas and, where practical, we seek to work with environmental and industry partners to improve the environmental values of these areas.

We undertake a range of environmental research and monitoring programs that inform our environmental management and, over time, have provided important insights into the ecological values and health of Moreton Bay. These are published on our website for the community and shared with partners.



The Whyte Island rehabilitation project site

Key initiatives

Whyte Island rehabilitation project

Work continued during FY25 on our multi-year project to rehabilitate coastal port land at Whyte Island which is of high ecological value supporting migratory bird, saltmarsh, mangrove and woodland habitats.

In total, the project is aiming to rehabilitate 10ha in accordance with *Queensland Herbarium (2015) BioCondition Assessment Manual*. To date, over 7ha has been enhanced since work commenced in FY24.

Prior to works commencing, the location was impacted by unauthorised access as well as, weeds and feral animals. During the year, we continued our work with project partners Bulimba Creek Catchment Coordinating Committee (B4C), Tuff Yards and consultants, BMT, which has included removing and mulching weeds, planting native trees and shrubs, installing nest boxes, removing foxes, baiting fire ants and trapping cane toads.

ENVIRONMENTAL MONITORING PROGRAM

Program	Commentary FY25
Migratory shorebirds	Overall shorebird numbers and species diversity at the Port of Brisbane were consistent with long-term data and there was no evidence of substantive changes in numbers.
Seagrass	Monitoring continued to show significant expansion and improvement in seagrass health, following the large impacts caused by the 2022 Floods. PBPL undertakes surveys in July, we anticipate that 2025 monitoring (pending at the time of this report) will show a retraction due to the impacts of cyclone Alfred.
Marine plants	Marine plant health at the Port was well above its long-term average due to wet conditions that are favourable to marine plant health.
Coral health	Surveys conducted at Green, Mud and St Helena Islands during the 2024-25 season continue to show impacts from the 2022 floods with very slow recovery.
Nest box survey	The overall habitation rate was 52% including gliders, possums, microbats, birds, native bees and a carpet python.
Reclamation area	Sampling did not detect any contaminants above guideline limits.
Sediment and sampling analysis	Sampling and testing was undertaken in September 2024, in advance of the annual maintenance dredging campaign. Additional sampling and testing was undertaken after Cyclone Alfred, due the large volume of sediment deposited. All dredged material was determined as suitable for ocean placement (in accordance with permit conditions). [^]
Weeds	Results were consistent with the previous monitoring report and no new weed species were detected in the monitoring period.



Environmental monitoring reports are available on [our website](#).

[^] Limited assurance by Ernst & Young.

HIGHLIGHT

Saltmarsh rehabilitation

This year, we recorded significant progress in our long-term saltmarsh rehabilitation project near the Brisbane International Cruise Terminal.

When the project began in 2015, ecological surveys identified 8,713 sqm of highly disturbed habitat due to unauthorised access and erosion.

Since then, measures such as fencing, litter removal, foreshore stabilisation, redirecting stormwater, and encouraging natural drainage have improved the area. Recent surveys show that since 2015, saltmarsh has expanded by 6,798 sqm and mangroves by 1,537 sqm, with no remaining highly disturbed habitat.

Vegetation health has improved across 17,113 sqm, with most of the site showing higher NDVI scores.

We achieved similar results, albeit on a smaller scale, at Fort Lytton, regenerating over 1,000 sqm of saltmarsh by restricting access and removing fill material.



Saltmarsh rehabilitation near the BICT — before and after



Partnerships

OUR 2030 PARTNERSHIPS GOAL

Enable responsible growth

RELEVANT UNSDGs



IN THIS SECTION:

[Customer partnerships](#)

[Community partnerships](#)

[Research and industry partnerships](#)

[Engagement and education](#)





Our 2024 Safety 1 Forum

2030 GOAL

90% customer satisfaction rating from annual pulse survey

FY25 FOCUS AREA TARGET

>85% customer satisfaction

**PROGRESS
ACHIEVED**

LINKS TO MATERIAL TOPICS

> **Customer relationships**

> **Government engagement**

Customer partnerships

Context

Port of Brisbane is a large port community of independent businesses operating across five precincts. Like PBPL, our customers are here for the long-term. We share a common interest in developing a sustainable, efficient port.

Our approach

We strive to build relationships based on trust and understanding what our customers need to support their current operations and growth ambitions. We seek opportunities to collaborate and add value to their businesses which support trade growth, economic activity, and jobs for Queensland.

Through investment and strategic initiatives, we support our customers' growth and expansion, invest to improve the supply chain, and partner with them on improving their cost of doing business and supporting innovation.

Our customers can provide feedback formally and informally, including through their Property Portfolio Manager or other key relationships, at formal meetings or events, and through our annual Pulse Check Survey — an opportunity for customers and key stakeholders to provide feedback on what we're doing well and where we can improve.

We also engage with customers on relevant operational issues including landside logistics, property and environmental management, safety, and port community related issues.

Key initiatives

Trade forum

PBPL's annual Trade Forum is an opportunity to provide an overview of full year trade outcomes and outlook for the year ahead to shipping line and trade customers. This year our guest speaker, agronomist, Paul McIntosh, provided a detailed industry update on agricultural production across the country.

Lion Energy Hydrogen Information Day

In February, we supported our customer, Lion H2 Energy, to deliver its Hydrogen Information Day at the Port, welcoming over 120 stakeholders to learn more about the potential role for hydrogen in the logistics sector.

Lion H2 Energy provided an update on its hydrogen production and re-fuelling hub, which has been approved and is awaiting construction. It also hosted brands from the hydrogen sector to demonstrate vehicles and equipment for guests.

Annual Pulse Check Survey

In November, almost 745 customers and key stakeholders were invited to participate in our annual Pulse Check Survey, with 149 providing feedback via an online survey. Of those respondents, 58 self-identified as customers.

The survey remains an important point-in-time measure of customer and stakeholder satisfaction and in FY25, 93%[^] of customers reported being satisfied with PBPL (those providing a satisfaction score of between 6-10/10).

Our corporate reputation score — an index developed by our consultant, Verian — was 101/120 and continues to be considered very strong. Verian's corporate reputation index is a validated and internationally

used measure of the strength of stakeholder relationships, comprising rational and emotional components. As in previous years, trust is a key driver of this positive outcome and aligns with our commitment to maintaining strong and mutually beneficial relationships.

Customers told us that they consider the most important issues facing Port of Brisbane to be shipping channel safety and efficiency, rail connectivity and road capacity. They are most interested to hear about future port planning and development, trade performance and operational matters. We continue to take this feedback onboard as part of our broader external communication and engagement efforts.

ANNUAL PULSE CHECK SURVEY OUTCOMES

	November 2022	November 2023	November 2024
Stakeholders invited to participate	641	730	745
Respondents (response rate)	22 in-depth interviews (34%) 132 online surveys (23%)*	175 (24%)	149 (20%)
Funds raised for PBPL's Employee Charity	\$7,700 The Sunlight Centre	\$8,750 Hummingbird House	\$7,450 MND & Me Foundation
Corporate Reputation Index Score — PBPL total (Kantar Australia)	95/120	103/120	101/120

* In FY23, our online survey was expanded to include the online survey as well as in-depth interviews with a smaller group of key customers and stakeholders (executive level). In FY24 and FY25, we conducted online surveys.

[^] Limited assurance by Ernst & Young

Queensland Agricultural Export Supply Chain Showcase

In February, we partnered with AgForce and the Queensland Transport and Logistics Council to host a behind-the-scenes tour for industry stakeholders to showcase the success and innovation of Queensland's agricultural supply chains and export logistics. The tour visited multiple sites across the Port and surrounding areas including meat processing, cold chain management, bulk grain handling and cotton warehousing and handling.

Lithium-ion battery workshops

In response to growing volumes of EVs with lithium-ion batteries moving through the Port of Brisbane, we hosted two targeted workshops to discuss emerging operational issues associated with the handling, storage and onward transport of these materials. These sessions brought together port users, government, industry stakeholders, and external experts to share information, build awareness and support stakeholders to consider the issues and risk management approaches in their own operational contexts.

Safety 1 Forum

This year's annual Safety 1 Forum brought together more than 200 people from across the port to reflect on the theme 'Safer Together', supported by keynote speakers Rachel Robertson and Darius Boyd, who spoke on safety leadership and mental health. Every year, the Safety 1 Forum seeks to share new information and actionable ideas for attendees to improve health and safety in their workplaces and personal lives.



Demonstrations at the Lion Energy Hydrogen Information Day



Agricultural showcase attendees tour Louis Dreyfus Cotton's warehouse



2030 GOAL

Deliver year on year growth (in real terms) in sponsorships and donations

FY25 FOCUS AREA TARGET

5% increase in staff participation in volunteer activities on FY24

**PROGRESS
ACHIEVED**

LINKS TO MATERIAL TOPICS

> Community and Indigenous partnerships

Community partnerships

Context

The Port operates in a vibrant local and regional community with a strong interest in our operations. Positive relationships and trust with the community is essential to maintaining and enhancing our social licence to develop and grow.

We have a long and proud history of supporting a wide range of organisations that deliver valuable community and environmental projects across southeast and southern Queensland.

Our approach

Our Community Consultative Committee (CCC) was established in 2002 to guide our engagement efforts and establish direct links with the local community. Comprising representatives from business, community and environmental groups, the CCC meets quarterly and is an opportunity for the community to receive updates on our future plans and seek more information about our operations.

We invest in community initiatives at all levels, from grassroot local and regional organisations through our annual \$100,000 Community Grant Funding and grant funding identified and awarded through our CCC as well as state-wide or national initiatives and long-term partnerships with organisations including

The Smith Family, Crimestoppers QLD and the PA Research Foundation. Our people also give back to the community through our Volunteer Program and annual Employee Giving initiatives.

We are also committed to building trusted partnerships that lead to tangible outcomes for Aboriginal and Torres Strait Islander people, organisations, and communities. In 2021, we formalised our commitment to reconciliation through our 'Innovate' Reconciliation Action Plan (RAP), building on the partnerships built with local Traditional Owners and First Nations groups over many years. In 2023, we launched our 'Innovate' RAP, further advancing our commitment to reconciliation and partnerships with local Traditional Owners and First Nations groups.

Local community engagement will remain key as we work towards our 2030 Partnerships goal of enabling responsible growth.

Key initiatives

Community Grants

In August, we held a morning tea to welcome our eleven 2024/25 Community Grant recipients. With eight of these organisations receiving funding from PBPL for the first time, it was a chance to get to know our newest community partners and reconnect with organisations we've worked with previously.

FY25 COMMUNITY GRANT RECIPIENTS

Organisation	Initiative
4 Voices Global	Providing employment and community connection services for vulnerable and disadvantaged people in the community.
Challenge DV	Delivering training programs in local sporting and community groups focused on empowering men to actively prevent domestic and family violence.
Farm Angels	Supporting Queensland farmers to recover from natural disasters with a focus on mental health.
Volunteer Coast Guard	Contribution to essential upgrades of building facilities.
Southern Downs Steam Railway	Enhancing welfare, heritage and community through upgrades of an onsite café.
Wynnum Community Place	Connecting local people to a range of health and wellbeing services.
Nudgee Beach Environmental Centre	Providing an Indigenous Australian art mural to support cultural learning.
Bayside United Soccer Club	Contribution to the installation of 20 kW rooftop solar system.
Capalaba Wildcats	Providing a portable generator and fridge for club events.
Eastside Basketball Limited	Supporting the recruitment of young women to participate in club basketball.
Making Waves Foundation	Providing unique on-water experiences for young people with disabilities or young adults experiencing disadvantage.



HIGHLIGHT

Indigenous cultural mural

As part of Port of Brisbane's Community Grant program, Nudgee Beach Environmental Education Centre (NBEEC) received funding to develop and paint an Indigenous cultural mural by proud Ugarapul and Quandamooka artist, Lacey Spletter.

The mural tells the story of NBEEC being a place of 'Learning on, from and with Country'. The mural will share the story with visiting students, teachers, parents and community members, with a focus on empowering them to respect and move forward with First Nations Peoples to care for Country.

Employee volunteering

Our employee volunteering program was expanded this year to include informal volunteering experiences within their local communities, such as volunteering at their children's schools. The adjustment provides more flexibility for employees while recognising their efforts to support their local communities in informal, but meaningful ways.

An extended program in May, aligned with National Volunteer Week, saw 50 employees volunteer to support community partners including Oz Fish, Challenge DV, the Smith Family, MND & Me and Moreton Bay Environment Education Centre.

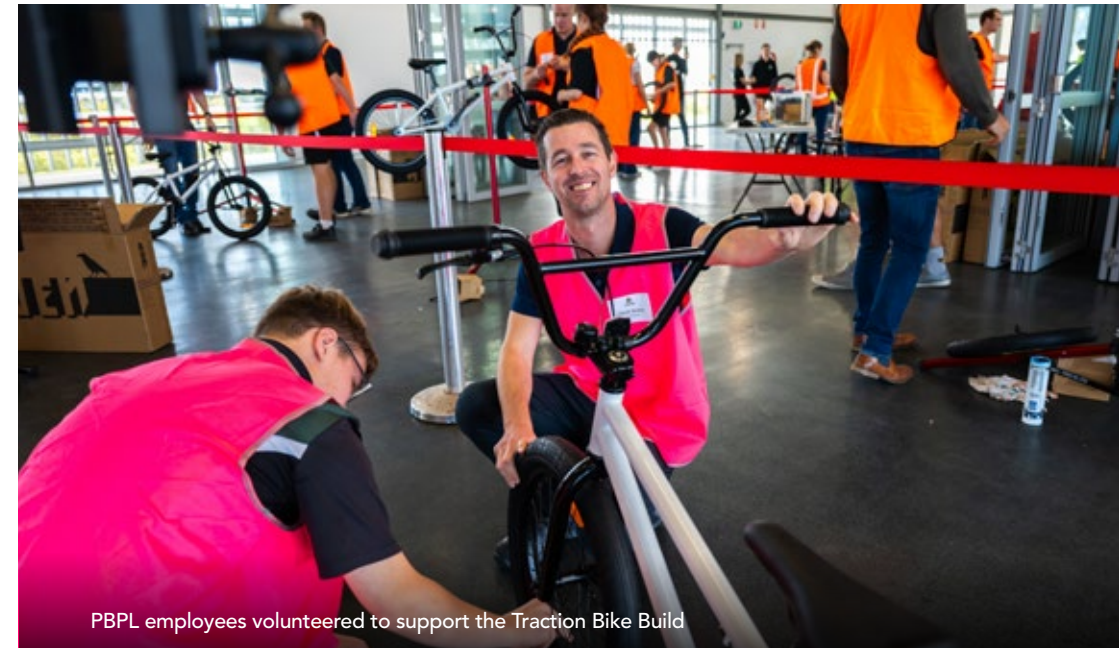
Overall, we achieved a higher participation rate across the business, with employees volunteering a total of 530[^] hours during the year.

[^] Limited assurance by Ernst & Young.

Employee Giving

This year, \$53,000 was raised for our 2024/25 Employee Charity, MND and Me Foundation, which assists people living with Motor Neurone Disease.

Funding and support were raised through initiatives driven by our people including Containers for Change, scrap metal recycling, chocolate sales, raffles, BBQ's, an employee giving program, and our Annual Pulse Check Survey. PBPL dollar matched funds raised by employees, contributing to a record year.

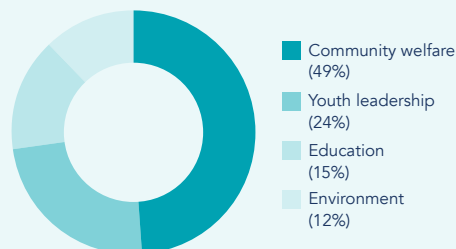


PBPL employees volunteered to support the Traction Bike Build

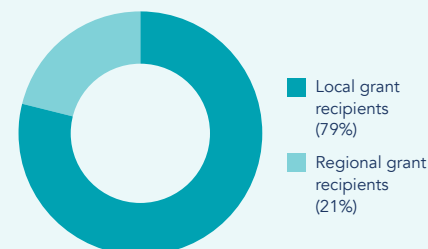


Cheque presentation for our 2024/25 Employee Charity, MND and Me Foundation

COMMUNITY GRANT FUNDING BY KEY FOCUS AREA (FY23-FY25)



LOCAL AND REGIONAL COMMUNITY GRANTS (FY23-FY25)



Indigenous partnerships

Quandamooka Jarjums

In October 2024, we proudly supported Quandamooka Jarjums Camp on Minjerribah (North Stradbroke Island) for the tenth year.

The Indigenous cultural immersion program hosted 60 Year 6 students from Dunwich State School and other schools across the Bayside.

Led by Dunwich State School, Minjerribah Moorgumpin Elders in Council, and Yulu Burri Ba and with the support of PBPL, DP World Australia, Svitzer and WGA, volunteers assisted with camp set-up early in the week.

Members of our RAP Working Group had the opportunity to experience a day of storytelling, traditional dance and traditional food prepared by the students before helping to pack down another successful camp.

National Reconciliation Week event

In May, Port employees celebrated National Reconciliation Week with an event at the Multi User Terminal focusing on the national theme of *Bridging Now to Next*.

Highly respected keynote speaker Johnny Briggs, a proud Yorta Yorta and Gunnai man, led conversation around the importance of reconciliation and the principles of cultural safety and respect.

Renowned Quandamooka artist and designer, and long-time partner of PBPL, Delvene Cockatoo-Collins, led a hands-on screen-printing experience featuring our newly created and co-designed motif, which draws inspiration from our Reflect Reconciliation Action Plan artwork, *Journey Through the Bay River*.

Learn about the artwork, *From Land to Sea*, created by Delvene Cockatoo-Collins at the Brisbane International Cruise Terminal on page 45.

Reconciliation Action Plan

PBPL remains committed to reconciliation, implementing key actions from our Innovate RAP this year. Led by our RAP Working Group and supported by staff, the plan is endorsed by Reconciliation Australia and the PBPL Board.

ENGAGEMENT PLAN

This year, we co-designed an *Aboriginal and Torres Strait Islander stakeholder, organisations, and Traditional Owner Groups Engagement Plan* with our RAP Working Group and external advisor and RAPWG representative, Leanne Levinge.

The plan focuses on governance, partnerships, communication and leadership, and is underpinned by guiding principles for engagement to help establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.



Our National Reconciliation Week event

CULTURAL SAFETY STRATEGY

We launched PBPL's Cultural Safety Strategy to employees during our National Reconciliation Week event, a key initiative of our Innovate RAP. The new strategy provides a framework towards ensuring ours is a culturally safe workplace. It encourages self-reflection and respect, and seeks to foster greater cultural awareness, sensitivity, capability, and humility across the organisation — especially towards Aboriginal and Torres Strait Islander people. The strategy is flexible, recognising that employees are at different stages and allowing individuals to tailor their own learning journey.

PROCUREMENT

Work was also undertaken to review PBPL's procurement policies and practices to inform our Procurement Strategy, while we continued our partnership with Supply Nation to support supplier diversity.

Read more in the Culture and Sustainable Procurement focus areas on pages 32 and 53.



Members of PBPL's RAP Working Group participated in the Quandamooka Jarjums camp



UQ Ventures finalists

2030 GOAL

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

FY25 FOCUS AREA TARGET

Develop a system for capturing detailed research and industry partnerships

**PROGRESS
ACHIEVED**

Commence new research partnerships

**PROGRESS
ACHIEVED**

LINKS TO MATERIAL TOPICS

[Industry and research partnerships](#)

Research and industry partnerships

Context

Research and industry partners provide value to our business through their expertise, innovative ideas and networks. These enable us to build broader connections, access best practice and accelerate mutually beneficial outcomes.

Our approach

We collaborate with government, industry bodies, associations, and academia to share research priorities and explore opportunities that deliver business value. Our engagement includes peak industry groups in ports and logistics, as well as sectors relevant to our operations, such as environment, infrastructure, and property development.

Key initiatives

Strengthening research partnerships for whale conservation

Protecting Moreton Bay's marine biodiversity and supporting responsible port operations are central to PBPL's sustainability vision. In line with our commitment to evidence-based environmental management, we are a core partner in the Australian Research Council Linkage Project *"Life in the Shipping Lane: The Cost of Increasing Disturbance to Whales"*. Delivered under

a formal Collaboration Agreement, the project brings together PBPL, Griffith University, Healthy Land and Water Ltd, Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), CSIRO, University of the Sunshine Coast, Murdoch University and local operators. This multi-party Collaboration Agreement ensures each partner brings expertise, local knowledge and resources together to deliver robust, independent research outcomes.

The Linkage Project directly responds to the Federal Government's national strategy for reducing vessel strikes on whales which identifies Moreton Bay as an area of concern. During this year, the collaborative research identified that recreational vessels — which are generally not required to use AIS tracking — represent an underestimated risk to migrating humpback whales. By integrating boat-based surveys with advanced spatial modelling, the project is delivering robust data to help better understand where recreational boating overlaps with whale habitats. This knowledge supports PBPL's continued work with stakeholders, regulators and Traditional Owners to develop practical, targeted measures that balance safe trade and recreation with the protection of these iconic species.

UQ Ventures Industry Challenge — Ocean Innovation

PBPL was the funding partner of The University of Queensland (UQ) Ventures' 2024 Industry Challenge, themed Ocean Innovation. The program seeks to foster entrepreneurial skills and empower students to develop solutions that create impactful change. Commencing in August and culminating with a Pitch Showcase in October, multi-disciplinary teams of students developed innovative solutions to pressing problems facing Australia's ocean and marine ecosystems.

Along with representatives from other supporting partners, members of our Environment team supported the students as mentors, sharing industry experience and knowledge to help them refine their solutions. PBPL was one of three judges along with Healthy Land & Water and the Queensland Museum.

In total, 123 students across 22 teams participated, with finalists pitching for a share in \$11,000 prize money.

Maritime Industry Careers Group

PBPL has supported the establishment of the Maritime Industry Careers Group, which comprises local maritime stakeholders along the Brisbane River and at the Port including employers, government stakeholders, industry associations and unions.

Formed in response to a skills shortage within the national maritime sector, the group is working together with the aim to increase the profile of maritime careers in schools and among young people and, where possible, provide potential local career opportunities.

Marine Traineeship Program

This year, we commenced a marine traineeship program supported by a grant from Maritime Safety Queensland. The two-year program will support two new trainees to achieve both Australian near coastal and Standards of Training, Certification and Watchkeeping (STCW) internationally recognised maritime skills certificates – as part of the Queensland Government's local response to the national maritime skills shortage. Our first traineeship commenced in May with the program incorporating formal study, mentoring and on-the-job-training.



Our teams participated in industry conferences, panels and workshops throughout the year



Maritime Industry Careers Group



We welcomed 32 school groups at the Port through our Explorer Tours during the year

2030 GOAL

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

FY25 FOCUS AREA TARGET

Interactions with 76 educational groups

**PROGRESS
ACHIEVED**

LINKS TO MATERIAL TOPICS

[Community and Indigenous partnerships](#)

Engagement and education

Context

The Port plays a significant role driving Queensland's economy and supporting thousands of jobs along the supply chain across a wide range of industries.

Through education and engagement initiatives, we seek to build understanding of the Port's role in the economy and supply chain and about how we manage our operations and care for the environment around us.

We also undertake targeted engagement with vocational education providers, for their students who might be considering a career or skills pathway suitable within the ports and logistics industry. Port tours are offered throughout the year for the general public who can also access environmental facilities such as our Shorebird Roost and the 'Lake' for birdwatching.

Our approach

Over many years, we have developed long-term partnerships with EcoMarines Foundation and the Moreton Bay Environmental Education Centre (MBEEC) to support their environmental education programs and help us connect with a wide range of schools and students across South East Queensland. This targeted approach allows us to connect into the community through a combination of port tours and school visits and provides the platform to achieve our Education and Engagement 2030 focus area goal.

Key initiatives

Eco-educational partnerships

In FY25, our team engaged with more than 2,535 students through 115^ educational engagement activities, exceeding our FY25 focus area target of 76 activities. At PBPL, multiple tours/engagements with the same educational group are counted as individual interactions.

We continued to support EcoMarines Foundation and MBEEC; long-term education partners that enable us to connect with primary and secondary school students from across SEQ. This year, MBEEC facilitated 74 student group engagements while we also connected with school students through EcoMarine Foundation's CHECK and Ambassador Training events.

^ Limited assurance by Ernst & Young.

PBPL EXPLORER TOURS

PBPL's Explorer Tours provide school, community and industry groups with guided access around the Port and information on our business. During FY25, we welcomed 34 school and 39 community and industry tours.

Brisbane Open House

In July, we welcomed 250 visitors to the Port Office, and 150 on Port Tours, during Brisbane Open House alongside our customers Svitzer Brisbane Tug Base and Patrick Terminals — Autostrad.

More than 1,300 visitors explored the three port locations during Brisbane's major public event which celebrates the city's wealth of architecture, engineering and history in buildings and places.



EcoMarine Foundation's Ambassador Training



Glossary of terms

Term	Definition
Australian Carbon Credit Unit Scheme	The Australian Carbon Credit Unit (ACCU) Scheme encourages people and businesses to run projects that reduce emissions or store carbon, for example by using new technology, upgrading equipment, changing business practices to improve productivity or energy use, changing the way vegetation is managed. https://cer.gov.au/schemes/australian-carbon-credit-unit-scheme
Biosecurity	A set of measures aimed at preventing the introduction and spread of harmful organisms. Queensland Government biosecurity efforts are led by Biosecurity Queensland, which also has a permanent presence at the Port of Brisbane. https://www.daf.qld.gov.au/business-priorities/biosecurity
Brisbane Core Port Land	'Brisbane core port land' is land that has been identified in the Transport Infrastructure Act 1994 as being suitable for core port infrastructure, port-related development, or buffer land, although this does not necessarily prevent other land uses in certain circumstances. Refer to the Brisbane Port Land Use Plan 2020 on the PBPL website for detailed information. https://www.portbris.com.au/property/land-use-planning/
Carbon offsets	Offset units are used to compensate for emissions a business produces, to help reduce their carbon footprint. Offset units are generated by projects that reduce, remove or capture emissions from the atmosphere such as reforestation, renewable energy or energy efficiency. One carbon credit is issued for each tonne of emissions avoided, removed or captured from the atmosphere. https://www.climateactive.org.au/what-climate-active/carbon-offsets
Community Consultative Committee	A group comprising representatives from environment, business and community organisations with an interest in Port of Brisbane's activities and its impact on neighbouring communities. The group provides a platform for the local community to raise issues of interest or concern directly with PBPL, and for PBPL, in turn, to share information about its projects or operations. https://www.portbris.com.au/partnerships/community-engagement
CAGR	Compound annual growth rate
Customer satisfaction	The % of respondents who are customers that complete PBPL's Pulse Check Survey and rank the performance of PBPL as 6/10 or higher out of 10. "Customers" comprise the following stakeholder groups in the survey, which stakeholders self identify as: port tenant, shipping line/agent, stevedore/terminal operator/bulk handler, transport operator road/rail, importer/exporter/freight forwarder, port services. These are stakeholder groups who are paying customers or significant users of port infrastructure.
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.
EDM	An Electronic Direct Mail (EDM) is an email update to stakeholders about a company's products or services. During the PortBris 2060 project, EDMs were used as a way of engaging with project stakeholders.
Equator Principles (2020)	Large infrastructure and industrial Projects can have adverse impacts on people and on the environment. The Equator Principles (EPs) are intended to serve as a common baseline and risk management framework for financial institutions to identify, assess and manage environmental and social risks when financing Projects. https://equator-principles.com/about-the-equator-principles/

Term	Definition
GRESB	The Global Real Estate Sustainability Benchmark (GRESB) is an investor-driven economic, social and governance (ESG) benchmark for real estate and infrastructure assets around the world. https://gresb.com/
ISO 9001:2015	An accepted international standard that sets out the criteria for a quality management system. https://www.iso.org/iso-9001-quality-management.html
ISO 14001:2015	An accepted international standard that specifies the requirements for an environmental management system that an organisation can use to enhance its environmental performance. https://www.iso.org/iso-14001-environmental-management.html
ISO 20400:2017	An accepted international standard that provides guidance to organisations, independent of their activity or size, on integrating sustainability within procurement. https://www.iso.org/standard/63026.html
ISO 31000:2018	An accepted international standard for risk management that provides guidance on managing risk faced by organisations. https://www.iso.org/iso-31000-risk-management.html
ISO 45001:2018	An accepted international standard that specifies requirements for an occupational health and safety (OH&S) management system, and gives guidance for its use, to enable 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. https://www.iso.org/standard/63787.html
ISO 55000:2014	An accepted international standard that provides an overview of asset management, its principles and terminology, and the expected benefits from adopting asset management. https://www.iso.org/standard/55088.html
Leadership behaviour reports	The number of proactive actions taken by Executive Leadership Team, senior managers, managers and supervisors to support the development of a positive health and safety culture. These actions include a formal or informal workplace inspection or observations, the implementation of 'leading' health and safety initiatives, the identification of innovations, improvements and hazards, report outcomes of variation investigations to work teams, providing health and safety awareness at toolbox talks and other health and safety-related meetings and events.
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.
Modern Slavery Act 2018 (Cth)	A Commonwealth Act that requires some entities to report on the risks of modern slavery in their operations and supply chains and actions to address those risks, and for related purposes. https://www.legislation.gov.au/Details/C2018A00153
Normalised Difference Vegetation Index (NDVI)	Normalised Difference Vegetation Index is defined as the difference between near-infrared (which chlorophyll in vegetation strongly reflects) and red light (which chlorophyll absorbs) and is typically taken to represent leaf greenness. This makes it a useful tool for broadly assessing vegetation health (condition) and identifying any areas that are potentially declining in condition.
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.

Term	Definition
OSOM	An Oversize Overmass (OSOM) vehicle is a heavy vehicle that is carrying, or specially designed to carry, a large indivisible item.
Quay line	A structure alongside the water that is used to moor, load or unload vessels. Collectively, Port of Brisbane properties host 28 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. https://www.environment.gov.au/water/wetlands/ramsar
Reclaimed asphalt pavement (RAP)	The re-use of reclaimed asphalt materials incorporated into the production of new hot mix asphalt for the construction of new pavements.
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	Indirect emissions other than scope 2 emissions that occur outside of the boundary of an organisation as a result of its actions.
Security of Critical Infrastructure Act 2018 (Cth)	<i>Security of Critical Infrastructure (SOCI) Act 2018</i> creates a framework for managing risks to national security relating to critical infrastructure. https://www.legislation.gov.au/Details/C2022C00160
TCFD	Task Force on Climate-related Financial Disclosures (TCFD) is a framework to help public companies and other organisations more effectively disclose climate-related risks and opportunities through their existing reporting processes. https://www.fsb-tcfid.org/
tCO₂e	Tonnes of carbon dioxide equivalent.
TEU	Twenty-foot equivalent unit — a unit of cargo capacity.
TACC	Technical Advisory Consultative Committee. Port of Brisbane's Dredging TACC was formed in FY19 to communicate and consult with key stakeholders regarding dredging at the Port of Brisbane.
TSHD	Trailing suction hopper dredger. PBPL's dredge vessel, the <i>TSHD Brisbane</i> , together with our Marine Crew, undertakes dredging operations at the Port of Brisbane and for commercial customers.
Under keel clearance	Minimum depth of water required under a vessel's keel to reduce the risk of it running aground on the seabed.
United Nations Sustainable Development Goals	Sustainable development goals adopted by the United Nations in 2015 to provide a framework to focus global sustainability efforts. https://www.un.org/sustainabledevelopment/sustainable-development-goals/
WSUD	Water sensitive urban design (WSUD) is an approach to the planning and design of urban environments that supports healthy ecosystems through smart management of water. An important part of WSUD is applying best practice stormwater management, which helps to maintain, protect and improve the health of our waterways. This is achieved by minimising the impacts of urbanisation on the natural water cycle. Left unmanaged, urban stormwater can pollute waterways, cause erosion, sedimentation and increase flooding. https://www.brisbane.qld.gov.au/planning-and-building/planning-guidelines-and-tools/historic-and-superseded-brisbane-city-plan-2000/superseded-subdivision-and-development-guidelines/water-sensitive-urban-design

Data summary

PEOPLE

'People' data as at 30 June 2025 unless stated otherwise.

TOTAL EMPLOYEES BY GENDER

Total PBPL Employees	251	
	Male	Female
Gender breakdown^	164	87
Full time	152	72
Part time	1	8
Casual (non-guaranteed hours employees)	11	7
Temporary	2	0
Permanent	151	80
Casual (non-guaranteed hours employees)	11	7

ENGAGED PERFORMANCE CULTURE SURVEY

	Engagement level			Enablement level		
	June 2023	April 2024	March 2025	June 2023	April 2024	March 2025
PBPL	67	72	75	70	73	75
High performing norm	78	78*	77*	77	81*	81*

* The new High Performing Norm benchmark following the transition to a new digital platform is All Industries (Global), January 2024 (Top 25%) and January 2025 (Top 25%).

^ Limited assurance by Ernst & Young.

EMPLOYEES BY AGE, GENDER AND EMPLOYMENT CATEGORY

Employment category	Gender^		Age		
	Male	Female	Under 30	30–50	Over 50
Executive	80%	20%	0%	70%	30%
Senior Manager	72%	28%	0%	62%	38%
Manager	61%	39%	0%	50%	50%
Professional	58%	42%	14%	67%	19%
Operational	77%	23%	10%	47%	43%
Administrative	7%	93%	20%	40%	40%

NEW EMPLOYEES BY AGE

Gender	Under 30	30-50	Over 50
Male	4	18	5
Female	7	11	3
Total	11	29	8

EMPLOYEE TURNOVER BY AGE

Gender	Under 30	30-50	Over 50
Male	3	11	10
Female	1	3	4
Total	4	14	14

BOARD AND EXECUTIVE LEADERSHIP TEAM

	UNDER 30	30–50	OVER 50
Male 76%^	0	7	6
Female 24%^	0	2	2

AVERAGE FY25 TRAINING HOURS BY GENDER

Gender	Hours
Male	35.2
Female	26.2
Average hours	32.0

AVERAGE FY25 TRAINING HOURS BY EMPLOYEE CATEGORY

Employee category	Hours
Executive	53.7
Senior Manager	37.8
Manager	33.2
Professional	26.7
Operational	31.2
Administrative	16.3

SENIOR MANAGERS HIRED FROM LOCAL COMMUNITY

	Number	%	Notes:
Senior managers hired from local community	36	92.3%	Senior Managers and Executive employed from Southeast Queensland.

RATIO OF ENTRY LEVEL WAGE

	Male	Female	Notes:
Ratio of standard entry level wage (employees)	127.5%	127.5%	The ratio was calculated using the Australian National Minimum Wage.

COLLECTIVE BARGAINING AGREEMENTS

Employees covered by collective bargaining agreements	Number	%
	125	50%

SAFETY INDICATORS

	FY23	FY24	FY25
Lead indicators			
Leadership behaviour reports*	304 [^]	263 [^]	192 [^]
Near Miss Reports**	404	20	41
Hazards**	0	574	436
Lag indicators			
Lost Time Injuries (LTIs)***	2 [^]	0 [^]	6 [^]
Lost Time Injury Frequency Rate (LTIFR)***	6.6	0	15.86

* A maturing of the Leadership behaviour program in FY25 resulted in fewer but higher quality reports.

** In FY24, we separated hazard and near miss reporting, enabling reporting of the two indicators from FY24 onwards.

*** PBPL has continued to embed its alignment to Safe Work Australia Injury definitions and improve our reporting culture during the reporting period.

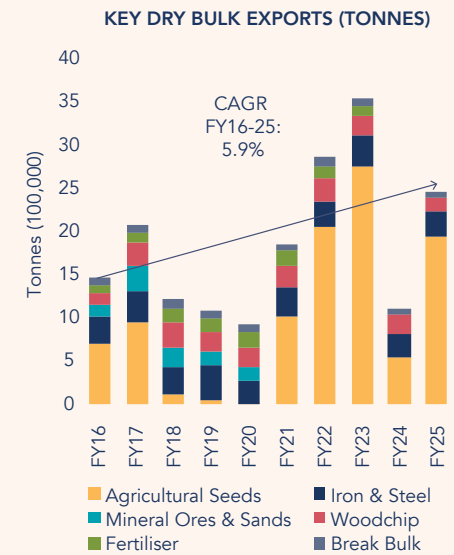
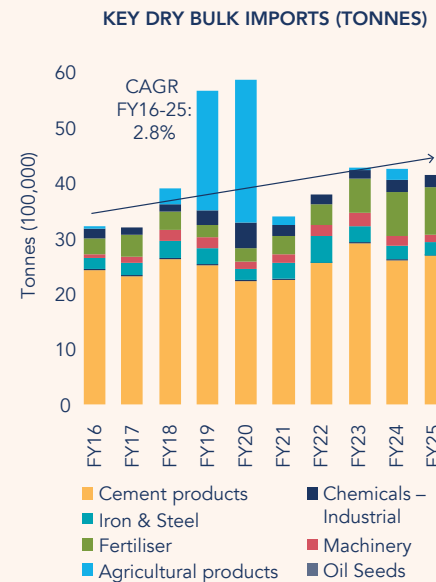
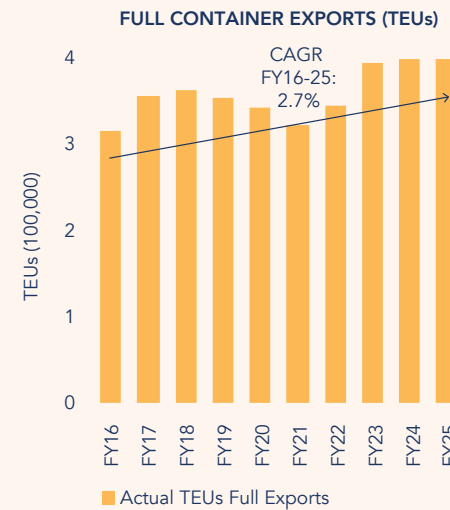
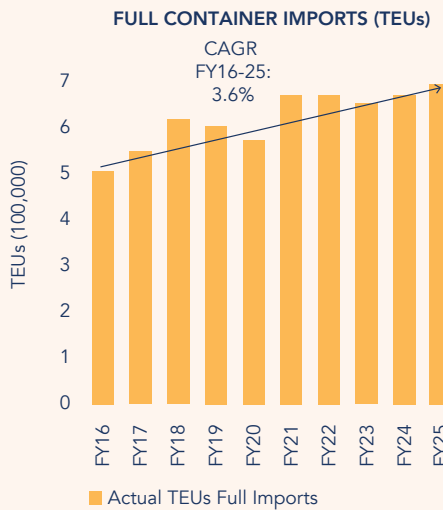
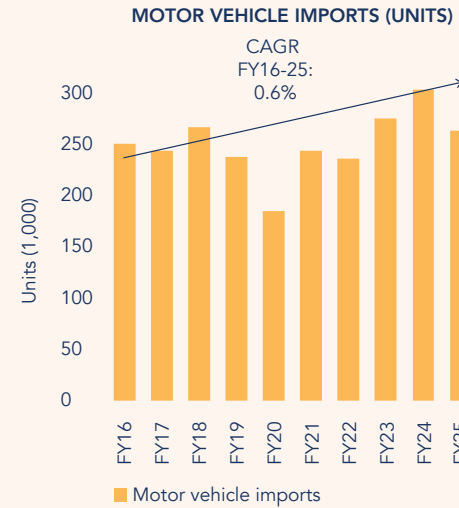
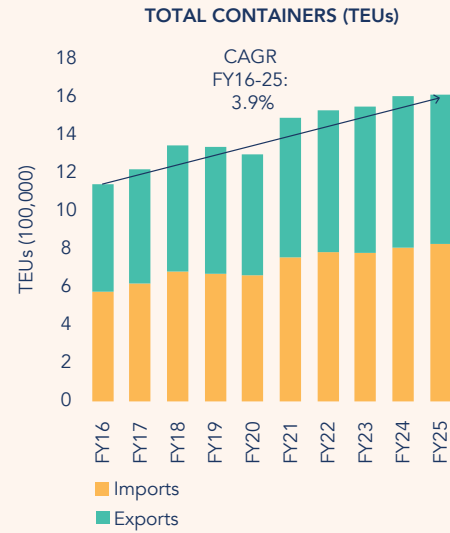
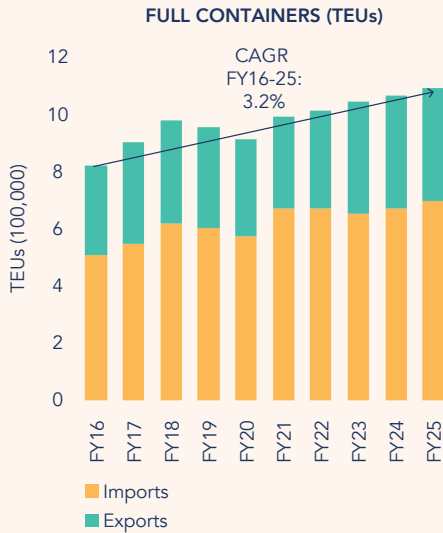
[^] Limited assurance by Ernst & Young.

PARENTAL LEAVE

	Male	Female
Total number of employees entitled to parental leave	153	80
Total number of employees that took parental leave	6	4
Total number of employees that returned to work in FY25 after parental leave ended	5	1
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	1
Return to work and retention rates of employees that took parental leave	100%	100%

PROSPERITY

'Prosperity' data as at 30 June 2025 unless stated otherwise.



As at 30 June 2025.

PROSPERITY

'Prosperity' data as at 30 June 2025 unless stated otherwise.

TOTAL TRADE SHARE BY REVENUE

China	32.0%
South Korea	10.4%
Japan	9.2%
Thailand	5.3%
Malaysia	4.6%
Other	38.5%

'TOP 5' REGIONS BY IMPORT ORIGIN (TONNES)

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

'TOP 5' REGIONS BY EXPORT DESTINATION (TONNES)

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

'TOP 5' IMPORTS BY PRODUCT (TONNES)

1	Refined oil and crude oil
2	Cement
3	Building products
4	Fertiliser
5	Iron and steel

'TOP 5' EXPORTS BY PRODUCT (TONNES)

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

PLANET

'Planet' data as at 30 June 2025 unless stated otherwise.

ENERGY CONSUMPTION BY TYPE (GJ)

Energy Type	FY23	FY24	FY25
Diesel	32,279	21,080	258**
Carbon Neutral Diesel*	94,253	91,398	121,231**
Unleaded	384	390	425
Carbon Neutral Unleaded*	9	47	111
Onsite Solar	5,130	5,040	3,752***
Electricity	8,609	451	345
PPA Electricity*	8,151	16,922	16,656
Oils and Greases	755	674	745
Total	149,570^	136,003^	143,523^

* PBPL participates in the Ampol Carbon Neutral Fuel program.

** All TSHD Brisbane diesel is now carbon neutral diesel

*** TC-Alfred resulted in damage to two solar systems

^ Limited assurance by Ernst & Young

CARBON EMISSIONS BY SCOPE (tCO₂e)

Energy Type	FY23	FY24	FY25
Scope 1	8,943	7,957	8,599^
Scope 2	2,009	102	78^
Total (scope 1 and 2)	10,952^	8,059^	8,677^
Scope 1 with offsets	2,307	1,520	57*
Purchased offsets	0	1,900	300
Scope 1 and 2 with offsets**	4,316	-279	-165
Scope 3	518,414	495,247	544,070***

* All TSHD Brisbane diesel is now carbon neutral diesel

** PBPL purchased Australian Carbon Credit Units to offset emissions in FY24 and FY25

*** Increase on FY24 due to increase in marine traffic and construction activity

^ Reasonable assurance by Ernst & Young

TOTAL WASTE GENERATED AND RECYCLED (TONNES)

	Units	FY23	FY24	FY25
Total waste	tonnes	107	151.6	197.3
To landfill	tonnes	51.3	72	112.4^**
Total recycled	tonnes	55.7	79.6	84.9
% Waste diverted from landfill	%	51%	53%	43%^
Recycling*	tonnes	34	59.5	69.5
Metal recycling	tonnes	12.8	9.1	10.4
Ad hoc recycling	tonnes	2.3	5.9	4.1
Upcycling	tonnes	6.4	5.1	0.9
Hazardous waste	tonnes	0.2	0	0

* Recycling includes commingle, secure paper, paper and cardboard, clear plastic and oily water.

** Refer to 'Waste data management' information under 'Key initiatives' on page 64.

^ Limited assurance by Ernst & Young.

PARTNERSHIPS

Partnerships data as at 30 June 2025 unless stated otherwise.

ANNUAL PULSE CHECK SURVEY OUTCOMES

	November 2022	November 2023	November 2024
Stakeholders invited to participate	641	730	745
Respondents (response rate)	22 in-depth interviews (34%) 132 online surveys (23%)*	175 (24%)	149 (20%)
Funds raised for PBPL's Employee Charity	\$7,700 The Sunlight Centre	\$8,750 Hummingbird House	\$7,450 MND & Me Foundation
Corporate Reputation Index Score — PBPL total (Kantar Australia)	95/120	103/120	101/120

LOCAL AND REGIONAL COMMUNITY GRANTS FY23–FY25

Geographic location	%
Local grant recipients	79%
Regional grant recipients	21%

COMMUNITY GRANT FUNDING FY23–FY25

Key focus area	%
Community welfare	49%
Youth leadership	24%
Education	15%
Environment	12%

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
GRI 1: Foundation					
GRI 2: General disclosures 2021					
The organisation and its reporting practices	2-1	Organisational details	Front cover		
	2-2	Entities included in the organisation's sustainability reporting	3	PBPL is part of the APH Group. PBPL prepares and lodges financial statements with ASIC. PBPL is part of APH Top Co Pty Limited's consolidated financial statements.	
	2-3	Reporting period, frequency and contact point	2-4	PBPL's Sustainability Report is produced annually for each financial year from 1 July to 30 June. This year's Sustainability Report is for the period 1 July 2024 to 30 June 2025. PBPL's financial reporting period is each financial year, from 1 July to 30 June.	
	2-4	Restatements of information	N/A		
	2-5	External assurance	98	Ernst & Young (EY) has carried out a limited and reasonable assurance engagement over selected non-financial disclosures prepared by Port of Brisbane in its 2024/25 Sustainability Report for the financial year ended 30 June 2025. EY's Independent Assurance Report is included in this Sustainability Report.	
Activities and workers	2-6	Activities, value chain and other business relationships	9-11 Throughout	Throughout	
	2-7	Employees	36, 84-85		
Governance	2-9	Governance structure and composition	12	<p>Information on our Board members and committees can be found on our website at: https://www.portbris.com.au/About/Governance/</p> <p>Our Board is comprised of 7 non-executive directors. IFM, QIC and CDPQ have each nominated 2 directors to be appointed to the Board. Our Chair is an independent non-executive director.</p> <p>Membership of each of our Board Committees comprise our Chair and a director member appointed by each of QIC, IFM and CDPQ.</p> <p>Each of our non-executive directors hold director roles with other entities providing broad experience and oversight.</p>	

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
Governance (continued)	2-10	Nomination and selection of the highest governance body	N/A	IFM, QIC and CDPQ have each nominated 2 directors (one employed by the relevant Securityholder and one independent) to be appointed to the Board. Our Chair is an independent non-executive director.	
	2-11	Chair of the highest governance body	N/A	The Chair of APH Top Co Pty Ltd and each of its related companies is an independent non-executive director.	
	2-12	Role of the highest governance body in managing impacts	N/A	The PBPL Board approves the sustainability targets for the year ahead. The Health, Safety and Sustainability Committee reviews sustainability on a quarterly basis. The Audit and Risk Committee monitors the potential impacts of the introduction of ASRS.	
	2-13	Delegation for responsibility for managing impacts	N/A	Management reports to the Board of PBPL and relevant related companies on the effectiveness of its ESG initiatives routinely and as required via Board meetings and Committee meetings.	
	2-14	Role of the highest governance body in sustainability reporting	N/A	The Board reviews and has an opportunity to comment on the annual Sustainability Report before it is approved by the Board and subsequently published.	
	2-15	Conflicts of interest	N/A	Conflicts Policy requires disclosure of any conflicts of interest (including perceived conflicts). Material personal interests of any director must be disclosed to all other directors. A register of directorships is also maintained and tabled at each Board meeting.	
	2-16	Communication of critical concerns	N/A	A register of complaints is managed by the organisation and the register is reviewed by the Audit and Risk Committee periodically. In addition, any complaints of a serious nature are brought to the attention of the Audit and Risk Committee in a timely manner.	
	2-17	Collective knowledge of the highest governance body	N/A	Presentations and deep dives on sustainability matters are discussed with the Health, Safety and Sustainability Committee. The Health, Safety and Sustainability Committee then provides a summary of material matters discussed at meetings to the Board.	
	2-18	Evaluation of the performance of the highest governance body	N/A	The Board uses the Board Outlook performance evaluation tool to carry out a performance evaluation of the Board on an annual basis. This performance evaluation is then reviewed and discussed by the Board.	

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
Strategy, policy and practices	2-22	Statement on sustainable development strategy	5-6, 13	Our Sustainability Program is at the core of our Business Strategy and informs our decision-making and business planning processes. Our Sustainability Program is based on four pillars with several focus areas under each pillar. We have set 2030 goals for all focus areas and set annual targets aligned with our goals.	
	2-23	Policy commitments	N/A	Major PBPL policies are reviewed and approved by the PBPL Board. Policies are communicated to employees via email and/or through training and are available on our intranet. Policies relevant to external parties are available on our website: https://www.portbris.com.au/about/governance/business-policies/	
	2-26	Mechanisms for seeking advice and raising concerns	39	Employees are encouraged to report any concerns to their Manager, to People and Performance team, Health, Safety and Wellbeing Team or through the Whistleblower Service. Third parties may report concerns about conduct to the Info@portbris.com.au email address or to the Whistleblower Service.	
	2-27	Compliance with laws and regulations	N/A	There were no incidences of significant noncompliance with laws and regulations in FY25.	

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
Strategy, policy and practices (continued)	2-28	Membership associations	N/A	<ul style="list-style-type: none"> • Australia China Business Council • Australia Meat Industry Council • Australasian Concrete Repair and Remedial Building Association (membership at no charge) • Australian Cruise Association • Australian Logistics Council • Brisbane Open House • Committee for Brisbane • Concrete Institute of Australia • Freight Trade Alliance • International Association of Ports and Harbors • Infrastructure Association of Queensland • PIANC • Planning Institute of Australia • Ports Australia • Property Council of Australia • Queensland Transport & Logistics Council (membership at no cost) • Shipping Australia Limited • South East Queensland Catchments Management Authority • The Environment Institute of Australia and New Zealand • Toowoomba Surat Basin Enterprise • Urban Development Institute of Australia 	
Stakeholder engagement	2-29	Approach to stakeholder engagement	20-23	Throughout.	
	2-30	Collective bargaining agreements	85	<p>50% (125 employees) were covered by collective bargaining agreements as at 30 June 2025.</p> <p>At PBPL, employees who are not covered by collective bargaining agreements are covered by an Individual Employment Agreement. The working conditions and terms of employment of Individual Employment Agreements are not determined by collective bargaining agreements.</p>	

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
GRI 3: Material topics 2021					
Disclosure on material topics	3-1	Process to determine material topics	14	A materiality assessment was undertaken in FY22. The materiality assessment included desktop research and significant stakeholder engagement both within and outside our organisation. A validation workshop was undertaken with our Executive team.	
	3-2	List of material topics	15-16	Materiality section includes a list of material topics and includes alignment with our focus areas.	
	3-3	Management of material topics	Throughout	Throughout	
GRI 200: Economic standards					
GRI 201: Economic performance	201-2	Financial implications and other risks and opportunities due to climate change	61-62	Climate Change Resilience section documents the key climate change risks and opportunities.	
GRI 202: Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	85	Ratio of standard entry level wage for both male and female employees compared to the local minimum wage was 127.5% as at 30 June 2025. The ratio was calculated using the Australian National Minimum Wage.	
	202-2	Proportion of senior management hired from the local community	85	92.3% of senior managers (36 employees comprising Executives and Senior Managers) were hired from the local community (South East Queensland region) as at 30 June 2025.	
GRI 203: Indirect economic impacts	203-1	Infrastructure investment and services supported	42-52		
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	N/A	Declaration of compliance process is run each year following the end of the financial year which asks members of Management to declare any non-compliances that they are aware of.	
	205-2	Communication and training about anti-corruption policies and procedures	N/A	PBPL asks its employees to complete training on anti-bribery and corruption and fraud annually. PBPL has an Anti-Bribery and Corruption Policy in place.	
	205-3	Confirmed incidents of corruption and actions taken	N/A	PBPL is not aware of any incidents of corruption in FY25	

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
GRI 300: Environmental standards					
GRI 300: Energy	302-1	Energy consumption within the organisation	59-60	Energy consumption (GJ) is calculated using the National Greenhouse and Energy Reporting energy content factors. PBPL uses the market based method of calculation.	
	302-4	Reduction of energy consumption	59-60	FY23-FY25 data is presented so that reductions in energy consumption can be observed over time.	
	303-1	Interactions with water as a shared resource	63-65	Water management is included in the Resource Management section. PBPL reports on potable water drawn from local supply and rainwater consumption.	
	303-2	Management of water discharge-related impacts	66	Discharge-related impacts are included in the Water Quality section. PBPL does not discharge water but is impact by external water discharges	
	303-3	Water withdrawal	63-65	Water management is included in the Resource Management section. PBPL reports on potable water drawn from local supply and rainwater consumption.	
	303-5	Water consumption	63-65	Water management is included in the Resource Management section. PBPL reports on potable water drawn from local supply and rainwater consumption.	
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	67-69	Information on Biodiversity is included in the Biodiversity section.	
	304-2	Significant impacts of activities, products and services on biodiversity	57-69	The port identifies significant impacts of activities on biodiversity throughout, particularly in the Planet section.	
	304-3	Habitats protected or restored	67-69	Information on Biodiversity is included in the Biodiversity section.	
GRI 305: Emissions	305-1	Direct (scope 1) GHG emissions	59-60	Scope 1 GHG emissions are calculated using the National Greenhouse and Energy Reporting scope 1 emissions factors.	
	305-2	Energy indirect (Scope 2) GHG emissions	59-60	PBPL used the GHG Protocol — Scope 2 Guidance market-based approach for calculating Scope 2 GHG emissions in FY25. The residual mix factor (RMF) used as 0.81.	
	305-3	Other indirect (Scope 3) GHG emissions	59-60	Scope 3 emissions were calculated using the above methodology for Scope 1 and 2 emissions.	
	305-5	Reduction of GHG emissions	59-60	FY23-FY25 data is presented so that reductions in GHG emissions can be observed over time.	

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	63-65	Waste management is included in the Resource Management section.	
	306-2	Management of significant waste-related impacts	63-65	Waste management is included in the Resource Management section.	
	306-3	Waste generated	63-65	Waste data is reported in the Resource Management section. Waste is broken down into distinct waste streams.	
	306-4	Waste diverted from disposal	63-65	Waste data is reported in the Resource Management section. Waste is broken down into distinct waste streams.	
	306-5	Waste directed to disposal	63-65	Waste data is reported in the Resource Management section. Waste is broken down into distinct waste streams.	
GRI 400: Social standards					
GRI 401: Employment	401-1	New employee hires and employee turnover	36, 84		
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	N/A	Fitness Passport not available for employees covered by temporary contracts (fixed term) of less than 12 months. Temporary contracts (fixed term) are not eligible for paid parental leave.	
	401-3	Parental leave	34-35, 85		
GRI 403: Occupational health and safety	403-1	Occupational health and safety management system	26-28	An occupational health and safety management system is in place and complies with the Work Health and Safety Act 2011 (Qld) And applicable regulations and codes of practice. The health and safety management system also references other laws which it is required to comply with from time to time.	
	403-6	Promotion of worker health	29-31	All information is kept confidential through engaging an independent third-party health provider to undertake any health assessments.	

GRI content index

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE	PAGE REFERENCE	NOTES	OMISSIONS
GRI 404: Training and education	404-1	Average hours of training per year per employee	38, 85		
	404-2	Programs for upgrading employee skills and transition assistance programs	N/A	PBPL offers counselling services for employees impacted by redundancy or termination. Additionally, in cases of redundancy, PBPL offers outplacement services.	
	404-3	Percentage of employees receiving regular performance and career development reviews	N/A	All permanent and fixed term employees have performance reviews at PBPL. All employees have access to development plans.	
GRI 405: Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	36, 84		
	405-2	Ratio of basic salary and remuneration of women to men	N/A	Ratio of base hourly rate of women to men at PBPL is 0.82 as at 30 June 2025.	
GRI 413: Local communities	413-1	Operations with local community engagement, impact assessments and development programs	73-76	PBPL has a formal grievance process. Any grievances from the local community can be made by calling our reception or via our website.	
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A	No substantiated complaints received during this financial year 2024-25	

Independent assurance report



Ernst & Young
111 Eagle Street
Brisbane QLD 4000 Australia
GPO Box 7878 Brisbane QLD 4001

Tel: +61 7 3011 3333
Fax: +61 7 3011 3100
ey.com/au

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

Qualified Conclusion and Opinion

- **Qualified conclusion: Limited assurance:** Based on the procedures we have performed and the evidence we have obtained, except for the matter described in the Basis for Qualification Conclusion, nothing has come to our attention that causes us to believe the Limited Assurance Subject Matter for the year ended 30 June 2025 has not been prepared, in all material respects, in accordance with the Criteria defined below.
- **Opinion: Reasonable assurance:** In our opinion, the Reasonable Assurance Subject Matter for the year ended 30 June 2025 is prepared, in all material respects, in accordance with the Criteria defined below.

Basis for Qualified Conclusion

Our assurance scope included limited assurance on the total waste to landfill (tonnes) and % waste diverted from landfill, as evaluated against relevant criteria within GRI Topic disclosure requirements for: 306-4 Waste diverted from disposal. Based on review and enquiries of the underlying data provided by the waste management provider, PBPL management was unable to assert and represent to us the completeness and accuracy of the figures reported for total waste to landfill (tonnes) and % waste diverted from landfill. Consequently, we are unable to determine whether any adjustments to these figures are necessary.

What we assured

Ernst & Young ('EY', 'we') were engaged by Port of Brisbane Pty Ltd ('PBPL') to provide limited assurance over selected sustainability data and disclosures in PBPL's 2024/25 Sustainability Report (the 'Report') for the year ended 30 June 2025 in accordance with the noted Criteria, as defined in the table below.

What we assured (Limited Assurance Subject Matter)	What we assured it against (Criteria)
Total number of Lost Time Injuries (LTIs), being 6	*A work-related injury or illness that results in at least one full rostered work shift being lost, after the day on which the injury or illness occurred.
Total number of leadership behaviours (i.e. Executive Leadership Team leadership behaviour reports), being 192 leadership behaviours	*Total number of safety leadership behaviour reports submitted by ELT members.
Total trade (import and export), being 34.9 million tonnes	*Total trade throughput through the Port of Brisbane calculated in tonnes.
Rail trade, being 2.1 per cent (%)	*Volume of container trade (measured as number of containers) as a percentage of total container trade, that is transported through the Port of Brisbane on rail.
Customer satisfaction score, being 93 per cent (%)	*The % of respondents who are customers that complete our Pulse Check Survey and rank the performance of Port of Brisbane Pty Ltd as 6/10 or higher. "Customers" comprise paying customers or significant users of port infrastructure.

A member firm of Ernst & Young Global Limited
Liability limited by a scheme approved under Professional Standards Legislation

Independent assurance report



Page 2

What we assured (Limited Assurance Subject Matter)	What we assured it against (Criteria)
Total number of engagements with educational institutions, being 115	* Total number of PBPL engagements (including Port Tours, presentations, workshops, and lectures) with educational institutions (primary, secondary and tertiary and training institutions) for the purposes of increasing awareness and understanding about the Port's operations and projects.
Employee volunteering (hours), being 530	*Total number of hours that employees participate in volunteering activities that is formally captured through volunteer leave allocation.
Community funding (\$), being \$ 377,000	*Total amount of funding (\$ AUD) provided to community organisations and initiatives. This includes all Community Sponsorships and Donations reported annually to the PBPL Audit and Risk Committee (excluding industry sponsorships).
All dredged material determined as suitable for ocean placement	*Dredged material deemed suitable for ocean placement in accordance with sampling and testing under the approved PBPL sediment sampling and analysis plan (SAP)

What we assured (Limited Assurance Subject Matter)	What we assured it against (Criteria)																					
Percentage of employees by gender and employment category, being: <table><tr><td>Employment category</td><td>Male</td><td>Female</td></tr><tr><td>Executive</td><td>80%</td><td>20%</td></tr><tr><td>Senior Manager</td><td>72%</td><td>28%</td></tr><tr><td>Management</td><td>61%</td><td>39%</td></tr><tr><td>Professional</td><td>58%</td><td>42%</td></tr><tr><td>Operational</td><td>77%</td><td>23%</td></tr><tr><td>Administrative</td><td>7%</td><td>93%</td></tr></table>	Employment category	Male	Female	Executive	80%	20%	Senior Manager	72%	28%	Management	61%	39%	Professional	58%	42%	Operational	77%	23%	Administrative	7%	93%	Relevant criteria within GRI Topic disclosure requirements for: 405-1 Diversity of governance bodies and employees
Employment category	Male	Female																				
Executive	80%	20%																				
Senior Manager	72%	28%																				
Management	61%	39%																				
Professional	58%	42%																				
Operational	77%	23%																				
Administrative	7%	93%																				
Total number of employees by gender, being 164 males and 87 females.																						
Percentage of board and executive leadership and employee team by gender, being 76% Males and 24% Females.																						
Gender pay gap % for the Median Total Remuneration, being 17.2%																						
	Workplace Gender Equality Agency ('WGEA') gender pay gap calculation																					
Total water usage, being 5,430kL	Relevant criteria within GRI Topic disclosure requirements for: 303-5 Water consumption																					

A member firm of Ernst & Young Global Limited
 Liability limited by a scheme approved under Professional Standards Legislation

Independent assurance report



Page 3

What we assured (Limited Assurance Subject Matter)	What we assured it against (Criteria)
Total waste generated to landfill, being 112.4 tonnes	Relevant criteria within GRI Topic disclosure requirements for: 306-4 Waste diverted from disposal and 306-5 Waste directed to disposal
Percentage of waste diverted from landfill, being 43 per cent (%)	
Total energy consumption, being 143,525 gigajoules (GJ)	GHG Protocol

In addition, we were engaged by Port of Brisbane Pty Ltd to provide reasonable assurance over the following information in accordance with the noted Criteria, as defined in the following table:

What we assured (Reasonable Assurance Subject Matter)	What we assured it against (Criteria)
Total Scope 1 greenhouse gas (GHG) emissions, being 8,599 tonnes of carbon dioxide equivalent (tCO ₂ -e)	GHG Protocol
Total Scope 2 emissions GHG emissions, being 78 tCO ₂ -e	
Total Scope 1 and Scope 2 emissions GHG emissions, being 8,677 tCO ₂ -e	

A member firm of Ernst & Young Global Limited
Liability limited by a scheme approved under Professional Standards Legislation

Other than as described in the preceding paragraphs, which set out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express an opinion or conclusion on this information.

Key responsibilities

Port of Brisbane Pty Ltd's responsibility

Port of Brisbane Pty Ltd's management is responsible for selecting the Criteria, and ensuring the Subject Matter is prepared, in all material respects, in accordance with that Criteria. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibility and independence

For the limited assurance engagement, our responsibility is to express a conclusion on the Limited Assurance Subject Matter based on the evidence we have obtained. For the reasonable assurance engagement, our responsibility is to express an opinion on the Reasonable Assurance Subject Matter based on the evidence we have obtained.

We have complied with independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

EY applies Auditing Standard ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information or Other Assurance or Related Services Engagements, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Independent assurance report



Page 4

Our approach to conducting the assurance procedures

We conducted our assurance procedures in accordance with the Australian Auditing and Assurance Standards Board's *Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ASAE3000') and the terms of reference for this engagement as agreed with Port of Brisbane Pty Ltd on 30 July 2024.

For the limited assurance engagement, these standards require that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Limited Assurance Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

For the reasonable assurance engagement, these standards require that we plan and perform our engagement to obtain reasonable assurance about whether, in all material respects, the Reasonable Assurance Subject Matter is presented in accordance with the Criteria, and to issue a report.

The nature, timing and extent of the assurance procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error.

Description of assurance procedures performed

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Limited Assurance Subject Matter and related information, and applying analytical and other appropriate procedures.

The Limited Assurance procedures we performed were based on our professional judgement and included, but were not limited to:

- Conducted interviews with personnel to understand the business and reporting process

- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period
- Assessed that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertook analytical review procedures to support the reasonableness of the data
- Identified and tested assumptions supporting calculations
- Tested, on a sample basis, underlying source information to assess the accuracy of the data.

Additional reasonable assurance procedures we performed were based on professional judgement and included, but were not limited to:

- For our reasonable assurance of Scope 1 and Scope 2 greenhouse gas emissions and energy consumption / production, on a sample basis, agreed underlying data to source information to assess completeness of performance data, which included invoices, system extracts and other records.

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

Inherent limitations

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

The greenhouse gas emissions quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of greenhouse gases. Additionally, greenhouse gas procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify greenhouse gas emissions within the bounds of existing scientific knowledge.

A member firm of Ernst & Young Global Limited
Liability limited by a scheme approved under Professional Standards Legislation

Independent assurance report



Page 5

Additional inherent limitations – limited assurance scope

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

Additional inherent limitations – reasonable assurance scope

While our procedures performed for our reasonable assurance engagement are of a higher level of assurance, due to the use of sampling techniques, it is not a guarantee that it will always detect material misstatements.

Other matters

We have not performed assurance procedures in respect of any information relating to prior reporting periods, including those presented in the Limited and Reasonable Assurance Subject Matter. Our report does not extend to any disclosures or assertions made by Port of Brisbane Pty Ltd relating to future performance plans and/or strategies disclosed in PBPL's 2024/25 Sustainability Report and any supporting disclosures online.

Use of our Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report to any persons other than management and the directors of Port of Brisbane Pty Ltd, or for any purpose other than that for which it was prepared.

Our assurance procedures were performed over certain web-based information that was available via web links as of the date of this statement. We provide no assurance over changes to the content of this web-based information after the date of this assurance report.

Ernst & Young
Brisbane, Australia
18 September 2025

A member firm of Ernst & Young Global Limited
Liability limited by a scheme approved under Professional Standards Legislation

Except as required by law, Port of Brisbane Pty Limited ACN 143 384 749 (and its related and associated bodies corporate, their respective directors, officers, employees, consultants and agents (the **Group**) make no representation or warranty as to the accuracy, completeness, timeliness, fairness or reliability of the information in this document. To the maximum extent permitted by law, no member of the Group accepts any liability (including without limitation, any liability arising from fault or negligence on the part of any of them) for any loss whatsoever arising from any use of this document or otherwise in connection with it.

Where this document contains forward-looking statements, forecasts, estimates and projections (**Forward Statements**), no member of the Group represents or warrants that any Forward Statements will be achieved or will prove to be correct, or that the assumptions on which the Forward Statements are based upon are reasonable.

This document is prepared solely for information purposes only, does not attempt to contain all material or relevant information about the Group and is not intended to provide the basis of any credit or any other evaluation of the Group. The recipients of this document should consider it along with all other facts, advice and their own independent assessment before relying on any of its contents. The Group accepts no responsibility to any person regarding any inaccuracy, omission, misstatement or change in information in this document or any other information made available to any recipient. Information contained in this document has been prepared as at the date of this document unless otherwise stated and will not be updated by the Group after the date of this document if any information changes after the date this document is published.

Information in this document is protected by copyright and all intellectual property in this document remains the sole property of the Group (unless otherwise stated in the document).

The distribution of this document in certain jurisdictions may be restricted by law. Recipients of this document should observe any such restrictions. No liability to any person is accepted by the Group in relation to the distribution of this document in any jurisdiction.

Published September 2025.

Port of Brisbane Pty Ltd
3 Port Central Avenue,
Port of Brisbane, QLD 4178
Phone 61 7 3258 4888

For more information or to provide feedback on this publication please email
info@portbris.com.au

www.portbris.com.au

