



2025/26

**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

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About this report

Purpose

This annual Sustainability Report provides stakeholders with an update on our Sustainability Program goals targets and performance for the financial year 1 July 2025 to 30 June 2026 (also referred to as FY26 or 2025/26).

It is structured around our Sustainability Program's four key pillars and underlying focus areas which encompass the sustainability issues of most importance to Port of Brisbane Pty Ltd (PBPL) and our stakeholders.

Report scope and boundary

The entities covered by this Sustainability Report are APH Top Co Pty Limited, QPH Hold Co Pty Limited, QPH Port Acquisition Co Pty Limited, Port of Brisbane Pty Ltd, QPH Hold Co 2 Pty Limited as trustee for QPH Hold Trust, QPH Property Co Pty Limited as trustee for QPH Property Trust, and QPH Finance Co Pty Limited (together, **PoB Group**). Port of Brisbane Pty Ltd (PBPL) is the main operating entity for PoB Group.

All references to data of PBPL in this report shall be a reference to data of the PoB Group, unless expressly stated otherwise (referred to after this as 'PBPL', 'we', 'our', 'us', '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 Trailing Suction Hopper Dredge (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.

Global Reporting Initiative 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 all aspects of our business (i.e. our environmental performance, trade performance, corporate governance, port development and partnerships).

Materiality

In FY25 we completed a materiality assessment which reviewed our material topics to ensure they remain relevant and that our actions deliver sound sustainability outcomes across the business. These 13 material topics have formed the basis of reporting in FY26. The link between

these focus areas and our updated material topics can be found in the table on pages 14–16.

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 in this Sustainability Report is an accurate representation of PBPL's sustainability performance for FY26.

Assurance

PBPL engaged Deloitte Touche Tohmatsu (Deloitte) to undertake an Independent Assurance of selected non-financial metrics.

[Read the Independent Assurance Report on page 113.](#)

Global sustainability frameworks and commitments

Global Reporting Initiative

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

[The GRI Content Index is available on page 99.](#)

United Nations Sustainable Development Goals

Our Report and Sustainability Program aligns with relevant United Nations 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.

Australian Sustainability Reporting Standards

As a Group 1 company under the Australian Sustainability Reporting Standards (ASRS), we prepared our first *Sustainability Report 2025/26 — Climate-Related Disclosures* for the FY26 reporting period in preparation for lodgement with the Australian Securities & Investments Commission (ASIC). The Report was prepared in accordance with the Australian Accounting Standards Board (AASB) S2 Climate-related Disclosure Standard.

Our sustainability reporting

This Sustainability Report can be read in conjunction with other sustainability-related reports available on our website.

Download our reports

[!\[\]\(8bc22162857ab637ba7ab66339fc71b2_img.jpg\) Gender Pay Gap Statement 2025](#)

[!\[\]\(9ad1d07e35b8960ca431715c4ea8a4ee_img.jpg\) Innovate Reconciliation Action Plan](#)

[!\[\]\(2d87c510ea19d8c0ab79fe09909db8c8_img.jpg\) Modern Slavery Statement 2025](#)

Message from the Chair and CEO

We are pleased to present Port of Brisbane Pty Ltd's (PBPL) 2025/26 Sustainability Report, reflecting our ongoing commitment to sustainable growth and the Port's critical role in supporting Queensland's economy and communities.

Sustainability is at the centre of our business, as it has been for a number of years, guiding decision-making, investment and performance across four pillars: People, Prosperity, Planet and Partnerships. Through this framework, we are balancing growth and operational performance with our responsibility to protect the environment and contribute to thriving communities.

Vision 2060 — released in 2025 — remains our long-term roadmap for the Port's sustainable future, with key initiatives integrated into our Sustainability Program. As Queensland's population, trade volumes and infrastructure requirements continue to grow, we are working with customers and stakeholders to support sustainable growth and create lasting value for Queensland.

People

People remain at the heart of our business. We have strengthened our approach to health, safety and wellbeing through initiatives improving critical safety processes and controls and enhancing health and safety reporting. We are embedding a holistic approach to mental health and wellbeing across the organisation and maintained our Advanced Mental Health First Aid accreditation again this year.

Pleasingly, employee engagement remains strong at 74%, supported by the delivery of key actions from last year's Engagement Survey. Through FY26, we have invested in workforce capability and leadership development, while fostering an organisational culture that values diversity, equity and inclusion. We were proud to achieve Family Friendly Workplace Certification, reinforcing our commitment to supporting employees to balance their work and family responsibilities.

Prosperity

In FY26, we invested \$171 million in port infrastructure and property development to support the Port's growth, while working with customers and partners to facilitate trade and support supply chain efficiency. Our teams have embedded sustainability assessment tools into key development projects and strengthened asset management practices to ensure our infrastructure remains resilient and efficient.

While delivering today, we also remain focused on the future. This includes progressing our proposed Channel Enhancement Project through formal Government approval processes, critical to ensure the Port can safely and efficiently handle larger vessels of the future and support Queensland's growth.

The Brisbane International Cruise Terminal celebrated its 500th ship call in December — a remarkable achievement since opening mid-2022. Investment in technology, such as Green Button and the expansion of NCOS, is enabling improved safety, operational efficiency and emissions reductions opportunities for shipping lines and waterside stakeholders.

Enhancing landside efficiency remains a strategic priority and we continue to advocate for improved road and rail connectivity between the Port and the regions. Increasing the share of freight moved by rail would materially benefit both industry and community, reducing congestion and enhancing competitiveness while supporting broader emissions reduction objectives.

Planet

We maintained Net Zero emissions (scope 1 and 2, with offsets) for a third consecutive year. This was bolstered by the expansion of our Virtual Energy Network (VEN) to port customers and supported by investments in solar and battery storage capacity. We have advanced investigations into alternative fuels, shore power for the Brisbane International Cruise Terminal and increasing electrical grid capacity within the port precinct to support future electrification requirements for PBPL and our customers.

Our strong track record of environmental stewardship is underpinned by an environmental management program that goes beyond compliance. We are proud to have completed a multi-year rehabilitation project at Whyte Island, restoring environmentally significant land and delivering long-term ecological benefits. Additionally, we completed the fifth stage of catchment works with partners at Laidley Creek, rehabilitating a further 1km of degraded creek bank.

Partnerships

Strong, mutually beneficial partnerships are critical to delivering shared value and positive outcomes that extend beyond the Port. This year, we engaged with more than 2,600 students through educational initiatives, and supported 36 community organisations through our grants and sponsorship programs, including our newly created Here for the Future Fund.

We remain committed to strengthening relationships with local Traditional Owners and First Nations stakeholders. Through our Innovate Reconciliation Action Plan (RAP), we have strengthened cultural awareness within our organisation and increased opportunities for First Nations procurement. Through our Here for the Future Fund and aligned with our RAP, we established a new Port of Brisbane Aboriginal and Torres Strait Islander Scholarship Fund with The University of Queensland, which is supporting six UQ students during the 2026 academic year.

Looking ahead

In June we marked the launch of 'Elevate' — our new five-year business strategy that commences in FY27. Elevate sets a clear direction for the next phase of our journey through a renewed Vision, Purpose and Values. Sustainability is embedded throughout, recognising that long-term success depends on creating shared economic, social and environmental value. Elevate builds on the foundations established through our Sustainability Program and Vision 2060, providing a pathway from long-term ambition to practical action.

While proud of the progress made this year, we recognise there is more to do. Together, Vision 2060, Elevate and our Sustainability Program provide the framework to guide our decisions, strengthen our resilience, and sustainably grow and develop the Port.

We thank our employees, customers, partners, and the community for their support and collaboration as we work together to create lasting value for Queensland and build a Port that is truly here for the future.



Guy Cowan
Chairman



Neil Stephens
Chief Executive Officer

FY26 Key sustainability achievements



Net Zero Emissions

(scope 1 and 2, with offsets)
maintained for three
consecutive years



5-star GRESB rating

and Sector Leader status



Climate-Related Disclosures Report

(AASB S2-aligned) prepared



6-star Green Star

certification achieved for
Electrolux Group facility



Virtual Energy Network

made available to port
tenants (voluntary
participation)



Whyte Island Rehabilitation Project

completed



Infrastructure sustainability assessment tool

successfully introduced



New dredge vessel

investigations
progressed



\$464,500[^] in community funding

to 36 groups



'Innovate' Reconciliation Action Plan

completed



98%[^]

Customer Satisfaction
Score



Advanced Workplace Recognition

from Mental Health First
Aid Australia maintained

[^] Limited assurance by Deloitte

FY26 Key business and trade highlights

**5,708**

vessel movements

**38.64**
million tonnes
of total trade[^]

A record
1.74
million TEUs
handled through the Port



500th
cruise ship
celebrated
at the Brisbane
International Cruise Terminal



712
hydrographic
surveys
completed (internal
and external clients)



**Channel
Enhancement
Project**
progressed

**\$171**
millioninvested in port
infrastructure and
property development

**Health, Safety
and Wellbeing
Assurance
Program**
implemented



74%
employee engagement



595
employee
volunteer hours[^]
undertaken



2
cruise ships
welcomed simultaneously
at the BICT and
Fisherman Islands



**Here for the
Future Fund**
established

[^] Limited assurance by Deloitte

About the Port of Brisbane

Port of Brisbane is Queensland's leading port and logistics hub. As the third-largest container port and one of Australia's most diverse multi-cargo ports, it is an economic driver supporting trade growth across Queensland and the nation.

Port of Brisbane provides critical export and import links to world markets. In FY26, approximately \$78.8 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's tourism industry.

Port of Brisbane Pty Ltd (PBPL) 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 TSHD *Brisbane*. Operational 'Port Limits', which include shipping channels, berth pockets and swing basins, extend from 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 operates within 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 PBPL under 99-year leases from the Queensland Government. PBPL is owned by four of the world's largest and most experienced infrastructure investors:

- QIC on behalf of its managed funds and clients
- IFM Investors on behalf of its managed funds
- La Caisse
- Platinum Tawreed Investments Pty Ltd as 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

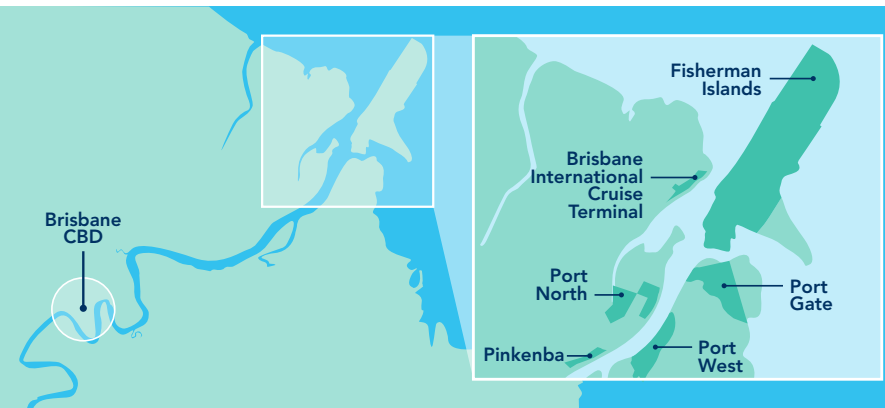
693ha of environmental areas

8,000m of quayline

27 operating berths

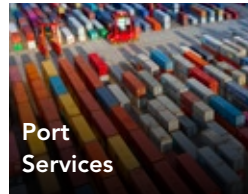
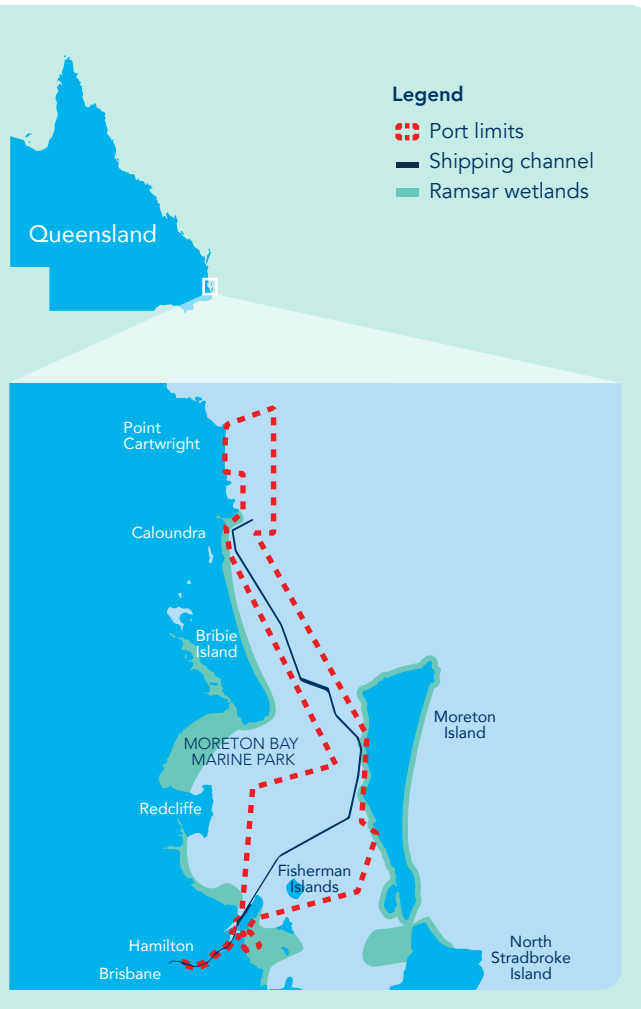
Future Port Expansion area

~175ha remaining



* Australian Bureau of Statistics, 2026.

Our services and operations



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 Café



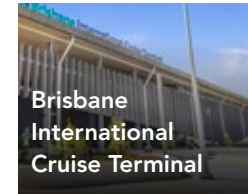
Port Development

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



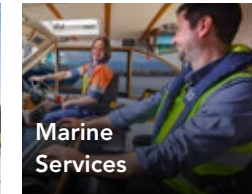
Brisbane International Cruise Terminal

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

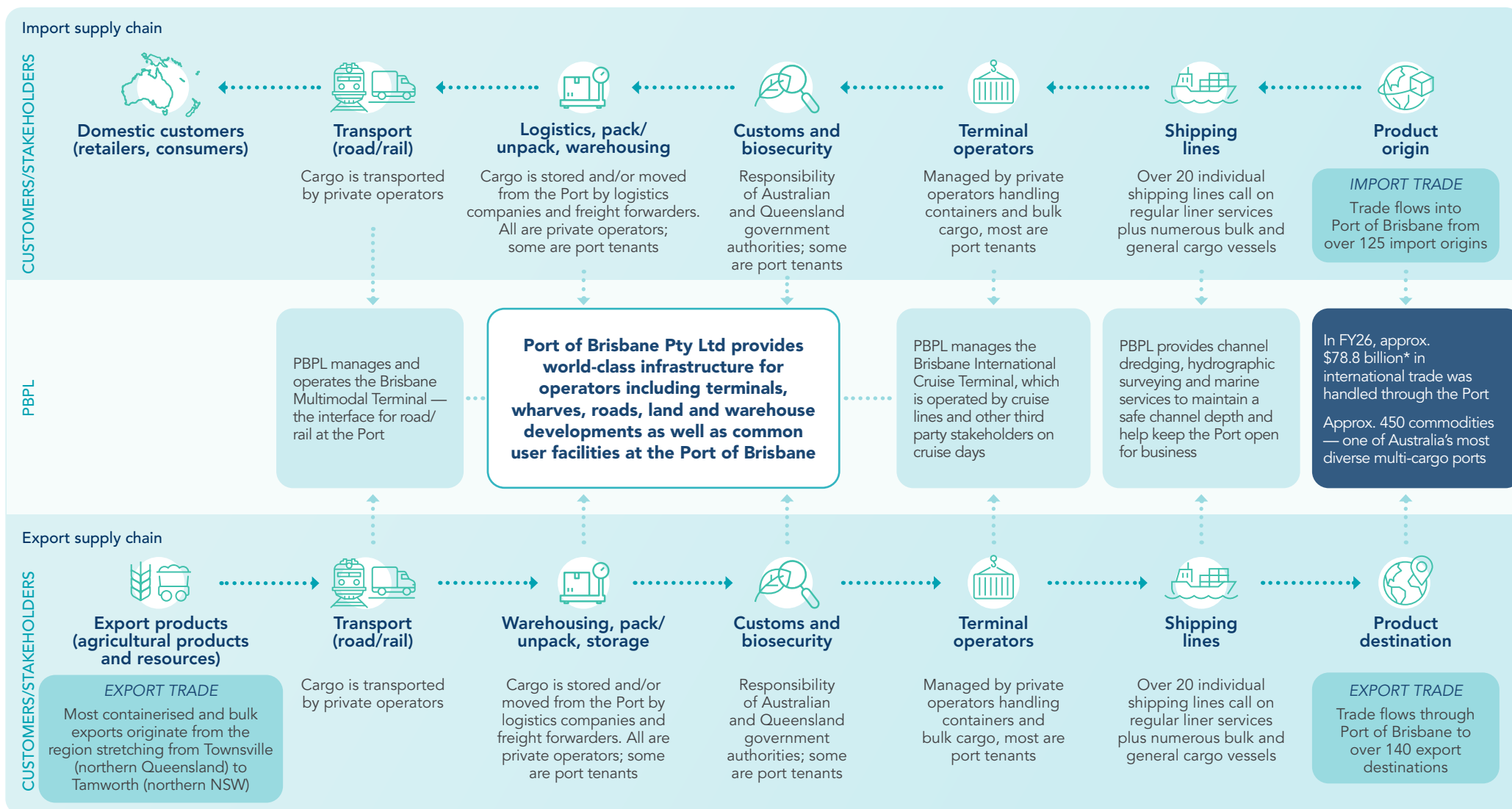
Provision of commercial hydrographic surveying, marine and dredging services for clients (including port authorities, local councils, and infrastructure projects)

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

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

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.



*Australian Bureau of Statistics, 2026

Sustainability governance

Our sustainability governance framework

At PBPL, we are committed to robust 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 Business Management System (BMS) and Risk Management Framework.

Board of Directors

- Evaluates, approves and monitors the Sustainability Program including annual approval of sustainability targets and goals as recommended by Board Committees
- Provides oversight in the management of key sustainability risks, issues and stakeholder feedback
- Reviews and approves appropriate policies for assessing, monitoring and managing sustainability initiatives

Board Committees

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

- Audit and Risk Committee — has oversight of financial and climate-related disclosures and reporting to ensure they reflect PBPL's financial condition as they relate to sustainability including climate-related risks and opportunities
- Health, Safety and Sustainability Committee — focuses on sustainability initiatives and performance, 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 — oversight of the Group's capital structure, ongoing financing strategy and major projects

Executive/Management Team

- Develops and delivers projects to achieve strategic objectives and goals, including the Sustainability Program
- Manages and reviews all internal and external feedback in relation to sustainability issues
- Develops policies and processes implemented for assessing, monitoring and managing sustainability

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 approved 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 set and 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 sustainability initiatives including:

- BMS Committee
- Mental Health and Wellbeing Network
- Modern Slavery Committee
- Project Working Groups
- Reconciliation Action Plan Working Group

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.

In June 2026, we launched a new five-year strategy, Elevate, which includes a new Purpose and Vision, and refreshed Values. Our new strategy will commence from FY27.

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	• Safety • Health and wellbeing • Culture • Personal development • Robust governance	• Port development • Supply chain enablement • Asset management • Sustainable procurement • Digital transformation	• Air quality • Energy efficiency • Climate change resilience • Resource management • Water quality • Biodiversity	• Customer partnerships • Community partnerships • Research and industry partnerships • Engagement and education

Materiality

In FY25 and as good practice, PBPL 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. As a result, our material topics were refined and are reflected in this FY26 report. There are strong interdependencies between our material topics; progress on one material topic may positively impact or enable another.

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 materiality assessment are 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.

Our materiality topics

Our material topics and Port of Brisbane’s impact on each topic was assessed through our materiality assessment process — the outcomes are outlined below along with their links to our Sustainability Program focus areas. The assessment considered whether the impact of PBPL was positive or negative, whether the impact is actual (has occurred) or potentially will occur, and the likelihood of the impact occurring. Management of our material topics is outlined within the relevant focus area sections. Our material topics are outlined in the table over the following pages.



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 Board and external reporting through our annual Sustainability Report

Material topic and what it means	Impacts		Sub-topic	Links to PBPL's focus areas
Health, safety and wellbeing Creating and supporting a workplace where everyone is mentally, physically, emotionally and socially safe, healthy and well, providing them with satisfaction, flexibility and balance in their lives.	Positive actual PBPL has a positive impact on the health, safety and wellbeing of PBPL employees, port customers and visitors. This is through adherence to regulations as well as additional policies and safety measures. Impact is enabled by wellbeing initiatives such as volunteer days, flexible working arrangements and health assessments.	Negative potential PBPL has a potential impact on the health, safety and wellbeing of employees in the event of a workplace health and safety (WHS) or People incident. This takes into consideration potential irremediability of WHS incidents. Potential negative impacts also include risks to wellbeing.	> Employee wellbeing > Workplace Health and Safety	> Safety > Health and wellbeing
Workforce capability Attracting and retaining skilled and diverse employees, whilst continuing to invest in skill development and meaningful career experiences.	Positive potential PBPL has the potential to positively impact employees and industry through provision of upskilling processes and investment in employees.	Negative potential PBPL has a potentially negative impact on the workforce if steps aren't taken to address issues such as aging demographics within specific roles, and required upskilling and speciality skill hiring during a changing industry.	> Workforce retention > Skill development	> Culture > Personal development
Diversity and inclusion Unlocking the benefits of diversity, equity and inclusion within our day-to-day operations, hiring practices and external interactions.	Positive actual PBPL has a positive impact through implementation of diversity, equity and inclusion practices as well as initiatives such as including local and First Nations suppliers as a primary consideration within procurement processes.	Negative Not assessed as having material impact.	> Diversity and inclusion	> Culture > Sustainable procurement
Trade growth enablement Scaling infrastructure and operations in line with predicted increases in trade activity, including managing challenges such as infrastructure and energy demand, and supply chain efficiency, whilst enabling and supporting opportunities.	Positive actual PBPL has a positive impact on trade growth enablement. This is through the port's role as a critical link in SEQ's supply chain and transport network. By providing, maintaining and growing infrastructure and service provisions to customers, PBPL enables regional and economic growth.	Negative potential PBPL has a potentially high negative impact on regional trade growth. As a critical link in SEQ's supply chain, if the Port is unable to scale infrastructure or operational requirements to meet growth in trade activity, trade growth stalls.	> Sustainable trade growth > Supply chain efficiency and resilience	> Supply chain enablement > Port development > Asset management > Sustainable procurement

Material topic and what it means	Impacts		Sub-topic	Links to PBPL's focus areas
Technology and cyber security Adopting technology to enable and support efficient operations and enhance data utilisation, whilst protecting digital systems and data from cyber threats.	Positive actual PBPL has a positive impact through the development of technology and innovative projects. Through innovation such as the Green Button project, PBPL can lead positive change within the marine industry.	Negative potential PBPL could have a potentially negative impact on employees, customers and supply chains in the event of a cyber security incident or technology failure due to the amount of data PBPL has access to. This could lead to loss of data, breach of secure information and interruption to businesses. These impacts are serious due to the difficulty to remediate and scope of those impacted.	> Technology and innovation > AI and digitalisation > Cybersecurity	> Digital transformation
Global geopolitics Building resilience within an uncertain geopolitical and economic environment.	Positive potential PBPL has the potential to have a positive impact within the circumstances of global geopolitics. This could be through providing alternate supply routes or critical supply chain enablement.	Negative Not assessed as having material impact.	> Global trade trends	> Supply chain enablement > Robust governance
Environment, biodiversity and nature Managing and protecting the environment, biodiversity and nature; including biosecurity matters, dredging, water and air quality, noise and light pollution and habitat restoration.	Positive actual PBPL has a positive impact through its role of managing and protecting the Port and surrounding area. Impact is achieved through habitat rehabilitation and nature initiatives, as well as biosecurity management and research projects.	Negative potential PBPL has a potential negative impact to the surrounding area through waste or water pollution events or biosecurity incidents within the Port. These impacts are potentially serious due to the port's proximity to waterways, difficulty to remediate and scope of those who could be impacted.	> Dredging > Biodiversity and nature > Noise and light pollution > Water and waste > Air quality	> Air quality > Resource management > Water quality > Biodiversity
Climate change resilience Building resilience to climate-related transition and physical risks; including managing the impact of acute weather events and chronic changes in climate on our assets, infrastructure, supply chain and our people.	Positive actual PBPL has a positive impact through protecting continuation of business throughout potential climate change risks. Through crisis preparation, building resilient infrastructure and other transition processes, PBPL can minimise impacts to operations, customers and wider supply chains.	Negative potential PBPL has a potentially negative impact on climate change resilience, if infrastructure is not maintained and built to maximise resilience within climate change events and transition. Potential risks include prolonged disruption to operation of the Port and customers, as well as safety concerns.	> Climate physical risk > Climate transition	> Climate change resilience
Emissions management Reducing direct and indirect greenhouse gas emissions through collaboration, measurement, reporting and implementing emissions reduction strategies.	Positive actual PBPL has a positive impact through collaboration with customers and supply chain to reduce overall emissions, as well as researching further innovative solutions.	Negative potential PBPL has a potential negative impact if we are unable to manage emissions as the Port grows. This includes PBPL's ability to meet required measuring and reporting requirements as well as achieving reduction targets.	> Greenhouse gas emissions > Scope 3 reduction	> Energy efficiency

Material topic and what it means	Impacts		Sub-topic	Links to PBPL's focus areas
Energy transition Facilitating the transition to renewable energy and low emissions fuel usage by PBPL, our customers and supply chain participants.	Positive actual PBPL has positive impact through facilitating renewable energy transition within the PBPL operational bases, customers and supply chain participants. PBPL drives transition through stewardship, providing required infrastructure and services, and research projects.	Negative potential PBPL has a potentially high negative impact on energy transition should the Port be unable to access renewable sources of fuel or electricity. Potential risks include slow transition and limiting customers through infrastructure.	> Alternative fuel transition > Renewable energy	> Energy efficiency
Strategic partnerships Collaborating with government, customers, industry and research partners to support and drive sustainable growth within our industry and supply chains.	Positive actual PBPL has a positive impact through its relationships with Government and industry partners. Through policy consultations and research projects, PBPL can continue to have a broad and far-reaching impact on maritime industry and associated supply chains. Furthermore, partnerships with key customers support positive collaboration.	Negative Not assessed as having material impact.	> Stakeholder engagement	> Supply chain enablement > Customer partnerships > Research and industry partnerships
Community impact and engagement Enhancing relationships with communities surrounding the Port of Brisbane, identifying opportunities to partner with stakeholders on projects and initiatives of mutual benefit.	Positive actual PBPL has a positive impact through community engagements. PBPL has initiatives such as educational workshops and funding donations which add value to the community. Consultations with local area and impacted persons during decision-making processes also provides opportunity to create positive impact.	Negative potential PBPL has a potentially negative impact on the local community due to risk of contribution to congestion and general noise and light pollution as the Port continues to grow. Furthermore, there is a risk of potential misalignment between PBPL and local stakeholders during project planning.	> Community impacts, relations and engagement > Social licence to operate	> Community partnerships > Engagement and education
First Nations engagement Engaging with local First Nations representatives to identify and recognise cultural heritage, First Nations values and connection to land, seas and water and building mutually beneficial partnerships.	Positive actual PBPL has a positive impact through respecting and engaging with local First Nations groups, as well as active management of RAP and initiatives to consciously engage First Nations suppliers.	Negative potential Some of PBPL's operations and expansion projects may have a negative impact on local First Nations stakeholders. This includes the current context of PBPL growth projects planned within the 3-year horizon, which may impact the local lands.	> First Nations engagement	> Community partnerships

Our FY26 progress

When our Sustainability Program was formalised in FY19, we established a 2030 goal for each 'Pillar' — People, Prosperity, Planet and Partnerships. Each Pillar 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.

In FY26, we achieved 88% of our focus area targets. Two focus area targets were not achieved. This includes the Supply Chain Enablement focus area target to "Increase utilisation of BMT (5% growth on FY25)" as BMT utilisation decreased in FY26 due to a reduction in services associated with Cross River Rail project impacts while the Research and Industry partnerships focus area target of "Delivering on UQ partnership milestones" was not achieved as the partnership with The University of Queensland (UQ) was not progressed. One focus area target for Resource Management was partially achieved, with four out of five actions implemented from the FY26 Waste Management Strategy actions identified.

Our FY26 focus area targets and progress is outlined in the tables on the following pages.

Pillar	Focus area	2030 goal	FY26 target	FY26 target status
 PEOPLE Create an engaged, diverse and responsive culture	Safety	Engaged, interdependent and safe workforce	Implement improved Task Based Risk Management Program	Achieved
			Develop internal HSW Assurance Program	Achieved
	Health and wellbeing	Net positive contribution to holistic staff health and wellbeing	Establish a reporting and risk management system for psychosocial risks and incidents	Achieved
	Culture	Achieve top 25% Global High Performing Engagement	Majority of engagement actions are delivered across the organisation/ within the business in FY26	Achieved
	Personal development	75% of Level 4 and 5 roles have an identified internal successor	50% of employees establish an Individual Development Plan	Achieved
	Robust governance	No incidences of material non-compliance with legislation	No incidences of material non-compliance with legislation	Achieved
 PROSPERITY Deliver efficient and sustainable economic growth	Supply chain enablement	Advance channel preparations for 14,000 TEU vessels	Finalise Terms of Reference/EIS Delivery	Achieved
		Progress Inland Rail considerations and road transport efficiencies	Increase utilisation of BMT (5% growth on FY25)	Not Achieved
	Port development	Achieve a minimum 5-star sustainability rating for all new Property and Port Infrastructure Projects	Trial property development sustainability tool	Achieved
			Implement Infrastructure sustainability assessment tool	Achieved
	Asset management	100% alignment with ISO 55000	Undertake gap analysis against: ISO 55000	Achieved
	Sustainable procurement	100% alignment with: ISO 20400 with audit verification	Deliver FY26 Sustainable Procurement Strategy actions	Achieved
	Digital transformation	Create value through becoming a digital leading port	Investigate options for improved scope 3 emissions data collection	Achieved

Pillar	Focus area	2030 goal	FY26 target	FY26 target status
 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 FY26 Energy Transition Plan action	Achieved
			Maintain Net Zero	Achieved
	Climate change resilience	Minimise our risk and increase our adaptive capacity	Prepare and draft Climate Change Disclosures report in accordance with AASB S2	Achieved
	Resource management	Zero waste to landfill and net positive water	Implement FY26 Waste Management Strategy actions	Partially achieved
			Upgrade water data management systems	Achieved
 PARTNERSHIPS Enable responsible growth	Water quality	Influence the implementation of the offsite stormwater initiatives (25km rehabilitated)	Investigate nature positive (fine sediment) projects for the Channel Enhancement Project	Achieved
	Biodiversity	Improve the quality of designated environmental areas across Port land supported by external assessments	Deliver Whyte Island biodiversity project (cumulative 10ha) and assess in accordance with QLD BAF	Achieved
	Customer partnerships	90% customer satisfaction rating from Annual Pulse Check Survey	>85% customer satisfaction	Achieved
	Community partnerships	Deliver year on year growth (in real terms) in sponsorships and donations	Implement new community support initiative	Achieved
	Research and industry partnerships	Support 20 new research and industry partnerships that add value to our business	Deliver on UQ partnership milestones • Appoint PHD candidates • Complete literature reviews	Not achieved
	Engagement and education	5% year on year increase (FY19 baseline) in PBPL engagements with educational institutions (98 groups)	80 interactions with educational groups	Achieved

Engaging with our stakeholders

We regularly engage with a diverse range of stakeholders who are integral to our operations, projects and strategic planning. We value their input as it helps us improve port performance while minimising 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 connect with us via our website, phone, email or in person. We also host regular meetings, events and other face-to-face engagement activities throughout the year.

The groups we regularly engage with and partner alongside are outlined in the table over the following pages.

Key project engagement

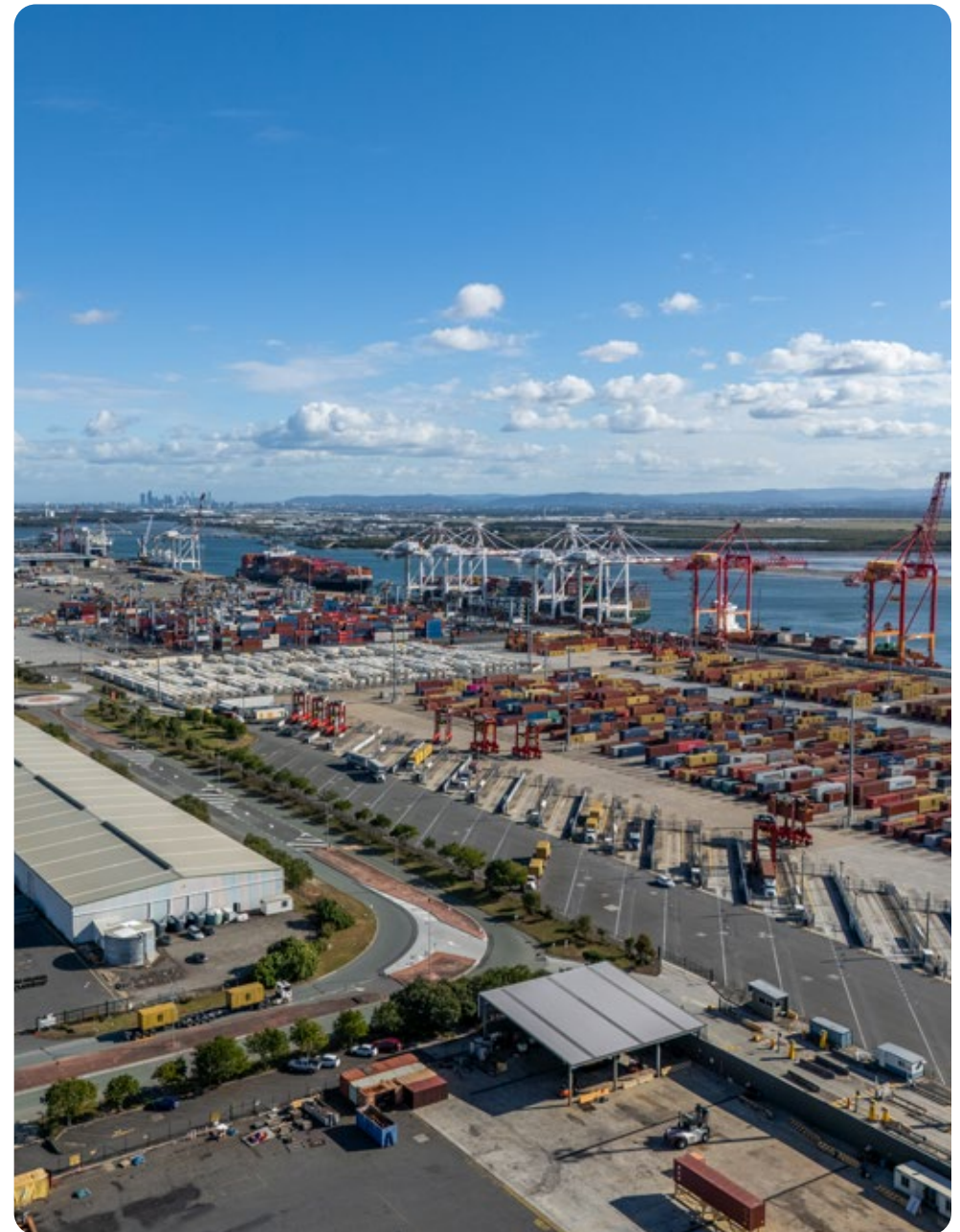
We have continued to engage with stakeholders on key projects including the ongoing investigation and implementation of initiatives identified through Vision 2060 and our proposed Channel Enhancement Project.

Vision 2060

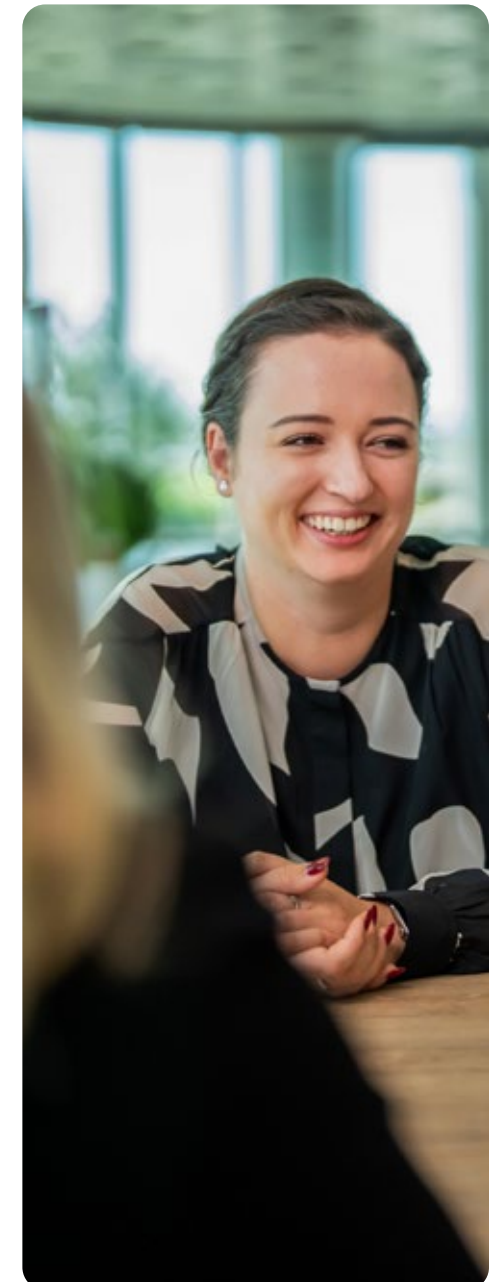
An organisation-wide, long-term program intended to govern a portfolio of initiatives identified through the Vision 2060 process, and specifically defined as part of our strategic vision. During FY26, 12 initiatives have been progressed, each incorporating engagement with relevant stakeholders including employees, customers, government and industry partners.

Channel Enhancement Project

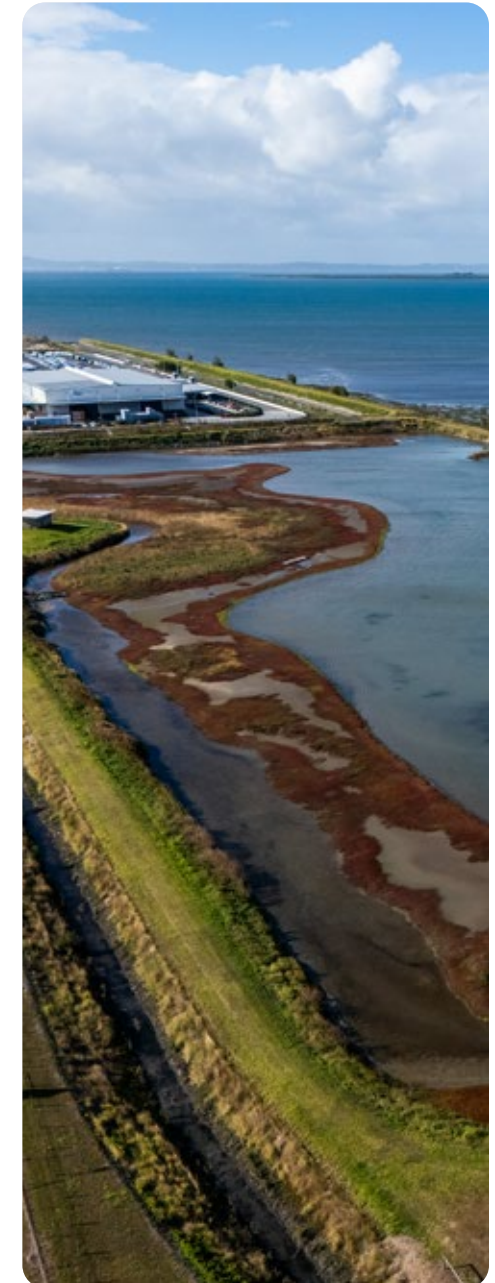
During FY26, we have undertaken ongoing and comprehensive engagement for our proposed Channel Enhancement Project (CEP), as work progressed on the Environmental Impact Statement (EIS), following the release of the final Terms of Reference in September 2025. The engagement program included more than 240 separate individual and group interactions including one-one-one meetings, three project-specific workshops, presentations, an information stand at the Bayside Spring Festival at Manly and Brisbane Open House at Port of Brisbane, six CEP project updates, fact sheets and production of five project information videos.



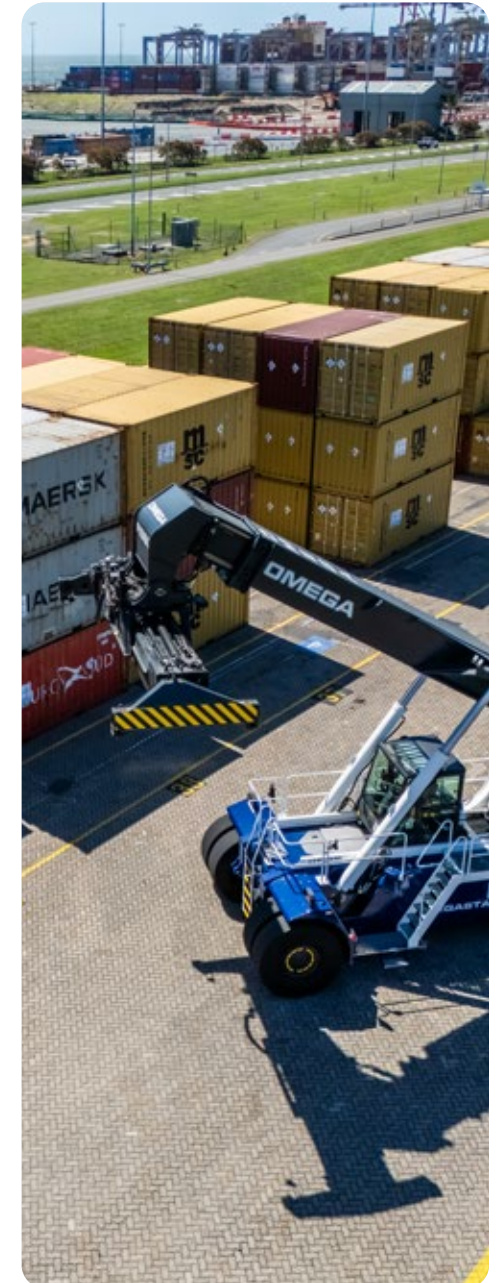
Stakeholder group	Engagement method	Key areas of interest	Examples of key actions
Employees	Internal communications, forums and intranet Digital and social media platforms	Health, safety and wellbeing Strategic and operational business decisions and performance Organisational culture and engagement Training and professional development Resource use and management	Employee engagement survey Health and wellbeing programs Training and development programs Working groups and committees Monthly business updates CEO Townhall events
Board and Securityholders	Board meetings and Board 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 sustainability performance	Reporting Committee meetings Health, Safety and Sustainability Board Committee Continuous informal socialisation of ideas, programs and opportunities CEO updates
Customers	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 Ongoing engagement with PBPL employees and relationship managers
Port users	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	PBPL participation in working groups and initiatives Stakeholder survey
Local, State and Federal Government	Meetings and briefings Participation in working groups Formal submissions on relevant issues Event or award sponsorships	Safety and security Trade growth Port development and planning Environmental management Local and regional tourism strategies Local community	Government represented at PBPL's Planning & Environment Forum and the Dredging Technical Advisory and Consultative Committee (TACC) PBPL participation in working groups and initiatives Stakeholder survey



Stakeholder group	Engagement method	Key areas of interest	Examples of key actions
Community	Meetings and consultative groups Project-specific engagement Long-term partnerships and sponsorships Community events Digital, social media platforms and media	Environmental management and impacts Port development and planning Economic/social impacts and contributions Port education BICT/cruise	Community Consultative Committee Visitors Centre and port tours Local newspaper quarterly updates Monthly electronic newsletters Stakeholder survey School tours and visits
Local First Nations representatives	Project-specific engagement Meetings and consultative groups Long-term partnerships and sponsorships Community and employee events	Cultural heritage Cultural awareness Environmental management and impacts Port development and planning Employment and procurement-related opportunities Social and community opportunities and awareness	Project-specific engagement Endorsed Parties Reference Group (CEP) PBPL's Dredging TACC Reconciliation Action Plan (Working Group and RAP initiatives) Supply Nation (procurement opportunities) National Reconciliation Week and NAIDOC Week activities Here for the Future Fund (UQ Aboriginal and Torres Strait Islander Scholarship Fund and Quandamooka Festival)
Environment groups	Long-term partnerships Citizen science projects	Environmental management Port development and planning Port education	Environmental monitoring reports available on our website Representation on PBPL's Dredging TACC Stakeholder survey
Project contractors	Engagement as specified under contractual agreements	Safety Safe and efficient infrastructure Port development, planning and operations Environmental management	Major project and minor works delivery Service contracts Stakeholder survey
Suppliers	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



Stakeholder group	Engagement method	Key areas of interest	Examples of key actions
Industry associations	Partnerships Industry association membership and sponsorships Committee representation	Safety Transport and logistics Supply chain and port development Environmental management Tourism	Facilitated industry delegations and port tours Financial and in-kind support for industry events
Research partners	Formal research partnerships	Environmental innovation Environmental research partnerships	Provide access to land or facilities to trial new technologies or for research purposes Fund or collaborate on research projects
Media	Media events, releases, responses	Port operations Trade Property development and major projects 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



PEOPLE

Our 2030 People goal

Create an engaged,
diverse, and responsive
culture

In this section:

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

RELEVANT UNSDGs





2030 Goal

Engaged, interdependent and safe workforce

FY26 Focus Area Targets

Implement improved Task Based Risk Management Program

Progress: Achieved

Develop internal Health, Safety and Wellbeing Assurance Program

Progress: Achieved

Links to Material Topics

> Health, safety and wellbeing

Safety

Context

At PBPL, safety remains fundamental to how we operate. We are committed to strengthening a 'Safety First' culture and ensuring a safe environment for our employees, contractors and everyone who comes to the Port. We recognise that safety requires constant vigilance and can never be taken for granted. That's why we continue to evolve our culture and systems, supported by our people's ongoing commitment to reviewing and improving the way we work to achieve better 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. 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 are committed to ensuring our people undertake their work safely and competently. During FY26, we completed 1,013.7 hours of health and safety compliance training, and undertook a targeted review of training allocations to better align learning requirements with the needs of our teams.

Key initiatives

Review of task-based risk management tools

During FY26 we delivered a suite of revised task-based risk management tools designed to better support our frontline teams in identifying, assessing and controlling operational risks. This included the refresh and standardisation of safe operating procedures, hazard identification tools and supporting guidance materials to improve usability, consistency and alignment across the business.

The updated tools were developed with input from operational personnel to ensure they were practical, easy to apply in the field, and aligned to the way work is performed. They provide clearer identification of hazards and critical controls, strengthen pre-task planning and support more effective risk-based decision making at the point of work.

These tools have now been embedded across our operations and are being used by teams to proactively identify hazards, manage changing work conditions, and reinforce safe work practices. The refresh has also supported greater workforce engagement in risk management conversations and improved consistency in how operational risks are understood and managed across the business.

Health, Safety and Wellbeing Assurance Program

During the year, we implemented a new Health, Safety and Wellbeing (HSW) Assurance Program across the business, building on existing governance and assurance foundations to provide greater visibility, consistency and confidence in the effectiveness of our processes and controls.

The program has been designed to provide proactive insights and organisational learning opportunities, enabling us to identify strengths, gaps and improvement opportunities earlier, before they result in incidents or failures. Through a structured and risk-based approach, the assurance activities focus on health and safety processes, operational controls and frontline implementation to ensure systems are not only documented but are working effectively in practice.

Importantly, the program provides leaders with increased visibility of how key health, safety and wellbeing processes are functioning within their operations and where additional focus, support or intervention may be required. Findings and learnings from assurance activities are used to drive continuous improvement, strengthen accountability and support more informed decision making across the business.

The introduction of the program also supports greater consistency in assurance activities across the organisation and reinforces our commitment to continually improving the way we manage health, safety and wellbeing risks.

Strengthening incident investigation

We also strengthened our approach to organisational learning through the introduction of the '5 Whys' methodology, to complement existing incident investigation and learning processes. This has provided teams with a simple, structured and practical approach to exploring the underlying factors contributing to events, moving beyond immediate causes to better understand why incidents occurred and what can be done to prevent recurrence.

The introduction of the methodology has helped improve the quality and consistency of learning conversations across the business and supported a more open and constructive learning culture, with a stronger focus on understanding how work is performed in practice.

Embedding the 5 Whys approach alongside existing investigation methodologies has improved our ability to identify meaningful insights, implement more effective corrective actions, and drive timely organisational learning from both incidents and near misses. It has also strengthened our capacity to share learnings across teams and operations, supporting continuous improvement in our safety performance and risk management practices.



Safety Leaders Group

During the year, we re-established the Safety Leaders Group (SLG) — a group comprising port tenants and industry stakeholders to enhance collaboration and information sharing across the Port. The SLG continues to demonstrate our collective commitment to improving safety outcomes for the port community.

Enhancing health and safety reporting

We have continued to develop our health and safety reporting by expanding our digital management system to incorporate risk management, workers compensation management and psychosocial reporting. These changes enable us to provide enhanced performance reporting and focus work in those areas that require improvement.

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

Our 2030 Safety goal: Engaged, interdependent and safe workforce

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 competency verification and Safety Management System verification effectiveness.

During FY26, we progressed important initiatives to support this goal.

Health, Safety and Wellbeing Assurance

Developing a targeted assurance program to monitor key health, safety and wellbeing processes

Fitness for Work

Aligning management of fitness for work with good industry practices

5 Whys

Strengthening incident investigation and learning processes

Emergency Management

Refreshing emergency management documentation to support timely and efficient response to events

Health, Safety and Wellbeing Communications

Continuous improvement in health, safety and wellbeing communication

Safety indicators

	FY24	FY25	FY26
Lead indicators			
Leadership behaviour reports*	263 [^]	192 [^]	114 ^{^^}
Near miss reports	20	41	14 ^{**}
Hazards	524	436	451 ^{**}
Lag indicators			
Lost time injuries (LTIs)	0 [^]	6 [^]	2 ^{^^}
Lost time injury frequency rate (LTIFR)	0	15.86	5.12

All data current as at 30 June 2026.

* A maturing of the Leadership behaviour program in FY25 and FY26 resulted in fewer but higher quality reports

** A continued focused effort on classification of hazards and maturing of reporting in FY26 resulted in fewer near miss reports and increased hazard reporting.

[^] Limited assurance by Ernst & Young.

^{^^} Limited assurance by Deloitte.



2030 Goal

Net positive contribution
to holistic staff health and wellbeing

FY26 Focus Area Target

Establish a reporting and risk management system for psychosocial risks and incidents

Progress: Achieved

Links to Material Topics

> Health, safety and wellbeing

Health and wellbeing

Context

At PBPL, we recognise that health and wellbeing extends beyond physical safety to include psychological, social and environmental factors that influence overall health and wellbeing. We remain committed to creating a workplace that not only prevents harm but positively contributes to employee health and wellbeing.

Our approach

As expectations around workplace wellbeing evolve, there is increasing emphasis on managing psychosocial risks, early intervention and supporting mental health, and promoting preventative health practices. We acknowledge that these factors are critical to sustaining a healthy, engaged and productive workforce.

Our approach reflects a growing understanding that achieving positive health outcomes requires a holistic and proactive focus, integrating physical and mental health, with work and workplace design. By continuing to strengthen our systems, programs and culture, we aim to create an environment where health and wellbeing is embedded in the way we work and supported at every level of the organisation.

Holistic 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 independent, specialist health providers, it includes annual flu vaccinations and holistic health assessments, with all personal data treated confidentially.

In FY26, 50% of eligible employees attended or booked a voluntary holistic health assessment conducted by an independent provider that assesses health across six domains: medical health, sleep, lifestyle, work, connections and resilience. As a de-identified cohort, participants achieved improved health results compared with FY25, supporting good overall workforce wellbeing, engagement and sustainable performance at work.

Mental health and wellbeing

During FY26, PBPL further embedded a holistic approach to mental health and wellbeing across the organisation, with a continued focus on psychosocial safety, mental health awareness and health-promoting initiatives.

This included strengthening awareness of psychosocial hazards and enhancing organisation-wide engagement with health and wellbeing topics. These topics were informed by key health risks and opportunities identified through our holistic health assessments which emphasises awareness, prevention and proactive support for employees.

Mental Health First Aid (MHFA) remained an important component of our wellbeing approach at PBPL. We continued our commitment to maintaining at least 10% of our workforce as MHFA-trained, enabling peer-based support and reinforcing mental health awareness, reducing stigma, and supporting early intervention and connection to appropriate services through everyday workplace interactions.

Key initiatives

Psychosocial safety

During the year, we improved reporting and risk management system for psychosocial risks and incidents, progressing psychosocial safety through the development and communication of clearer processes for identifying, reporting and managing psychosocial hazards, incidents and concerns.

A Psychosocial Risk Management Procedure was developed to provide direction on how PBPL identifies, assesses, controls and responds to psychosocial risks in the workplace. Aligned with our Health, Safety & Wellbeing Policy, *ISO 45003:2021 (Occupational health and safety management — Psychological health and safety at work — Guidelines for managing psychosocial risks)*, and relevant legislation, the Procedure supports a consistent approach to psychosocial risk management. It includes guidance on how inputs such as incident reports, hazard reporting, workforce feedback and investigations inform operational risk registers.

Updates made to our Incident Reporting and Investigation Standard during the year provide greater clarity on reporting and investigation pathways for psychosocial hazards and incidents, including defined processes for escalation and oversight. These processes support confidentiality and sensitive handling of psychosocial

matters, with the option for anonymous reporting in appropriate cases. Our digital health and safety system supports psychosocial hazard and incident reporting and record-keeping, alongside processes for managing sensitive matters confidentially.

To support implementation, we launched psychosocial safety training for all employees in April. The training builds awareness of psychosocial hazards and introduces employees to reporting processes and risk management responsibilities, supporting the consistent application of the new framework as it is embedded across the organisation.

Review of occupational health and hygiene exposure risks

The review of occupational health and hygiene risks is a key initiative to support our focus area goal of achieving a net positive contribution to holistic employee health and wellbeing by 2030.

The initiative is designed to take a proactive, evidence based approach to identifying and managing potential health exposures across our operations while also ensuring occupational health risks are understood. Through a structured baseline risk assessment, we have undertaken the first phase of work during FY26 to systematically evaluate work activities across our locations and vessels to validate existing risk profiles.



Annual voluntary holistic health assessment



2030 Goal

Achieve top 25% Global High Performing Engagement

FY26 Focus Area Target

Majority of engagement actions are delivered across the organisation in FY26

Progress: **Achieved**

Links to Material Topics

> Workforce capability

> Diversity and inclusion

Culture

Context

Our organisational culture is fundamental to delivering our strategic objectives and long-term success. It shapes how we work together, drives innovation and continuous improvement, supports the attraction and retention of talented people, and enables strong business performance.

Our approach

We recognise that building an engaged, inclusive and high performing workplace is a shared responsibility between leaders and employees. Through ongoing collaboration, we continue to strengthen the frameworks, practices and initiatives that support a positive employee experience and a strong organisational culture.

Our approach is underpinned by policies and governance frameworks including our Code of Conduct, which sets out the values, behaviours and principles expected of all employees and representatives of PBPL.

Our Equality, Inclusion and Belonging Strategy 2023–2028 continues to guide our efforts to embed inclusive and respectful practices across the organisation. This includes supporting flexible work arrangements where operationally appropriate, to promote employee wellbeing, engagement, productivity and work-life balance.

Employee feedback remains central to our Culture Strategy. We actively seek input from employees to better understand their experiences, identify areas of strength and improvement, and ensure PBPL remains a workplace where people can thrive.

Our annual employee engagement survey provides an opportunity for employees to confidentially share their perspectives on our culture, leadership and work experiences. The insights gathered inform actions at both a business-wide and team level, helping to drive continuous improvement and strengthen organisational performance.

To reinforce accountability and leadership commitment, employee engagement and culture outcomes continue to be incorporated into Executive Leadership Team objectives, ensuring a sustained focus on creating a safe, inclusive and high-performing workplace.

We engage and encourage business collaboration through CEO Townhall updates, monthly business updates, and other events and activities. We also identify opportunities throughout the year for employees to 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 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 acknowledge excellence and contribution, share success stories and reinforce the values that underpin how we work.

Key initiatives

Employee Engagement Survey

In March, 89% of employees participated in our annual Engagement Survey, providing a strong indicator of employee sentiment across the business. Overall engagement remained strong, with a decrease from 2025 to 74% (4% below the Global High Performing Norm).

To enhance the quality of insights and better align with PBPL’s culture priorities and regulatory obligations, targeted refinements were made to the FY26 survey including introducing additional questions focused on psychosocial safety.

Survey outcomes are shared with employees, with results communicated by Business Unit leaders, who also lead action planning with their teams.

At an organisational level, the FY26 survey identified three key focus areas that will guide our efforts into FY27: strengthening management capability and support, building on our culture of psychological wellbeing and support and enhancing communication of our vision.

Delivering on priority actions

Building on the key actions identified from our FY25 Employee Engagement Survey, we focused on two key priorities at a group level during FY26: building leadership and workforce capability through leadership development along with improving communication and collaboration across the business. The FY26 survey outcomes indicate an improvement for both measures compared to FY25 results.

During the year, we launched our Learning Standard and a tailored learning catalogue to support capability development across the business, with more than 100 employees participating in internal and external training, and professional development opportunities. We continued to focus on individual development planning, with approximately 10% of employees accessing career development opportunities through higher duties, coaching, secondments, role transitions and paid study assistance.

Team Management Profile (TMP) was also implemented across all Business Units, with facilitated sessions delivered to 192 employees to support improved collaboration, communication and team effectiveness.

Internal communication and accessibility were also enhanced with the launch of our new company intranet and mobile app, providing employees with a central hub for business news, events and access to core business systems — an improvement opportunity identified through the FY25 survey. We also introduced a mobile payroll application, enabling more flexible access to leave requests, payslips, timesheets and allowances.

Diversity, equity and inclusion

We are committed to fostering workplaces where all employees feel respected, safe, included, and empowered to contribute and succeed. Guided by our Equality, Inclusion and Belonging Strategy, Gender Pay Gap commitments and Cultural Safety Strategy, we continued to strengthen our diversity, equity and inclusion capability during FY26, with a focus on building inclusive leadership, cultural capability and psychologically safe workplaces.

Key priorities during the year included supporting leadership development of women, strengthening First Nations engagement and cultural safety, and embedding respectful workplace behavioural expectations across PBPL.

Engaged performance culture survey

	Engagement level			Enablement level		
	April 2024	March 2025	March 2026	April 2024	March 2025	March 2026
PBPL	72	75	74	73	75	75
High performing norm	78	77	78	81	81	81

Data current as at 30 June 2026.



International Women's Day

Women in leadership

We have progressed initiatives that supported the development of female leadership capability, including our first Authentic Women's Leadership Workshop. Attended by 30 employees from across the business, the interactive session provided participants with an opportunity to gain new tools, insights and reflection aimed at helping to develop confident, authentic leadership skills.

We sought to extend the conversation to employees and the broader port community through our annual International Women's Day event, which was aligned to the UN Women Australia's theme 'Balance the Scales'. Featuring a guest speaker from training partner Workplace Respect, the event sought to challenge gendered assumptions around capability, readiness and fit within workplaces, while encouraging all to take action to create more respectful workplaces.

Gender pay equity

PBPL's FY26 gender pay gap* is 12.9%^^, a reduction since last year (17.2% in FY25^ and FY24). The remaining gap is primarily influenced by lower representation of women in leadership and operational roles where overtime and allowances form a greater proportion of total remuneration.

* Pay gap is calculated in accordance with WGEA and accordingly has been calculated for the period 1 April 2025 to 31 March 2026.

^ Limited assurance by Ernst & Young.

^^ Limited assurance by Deloitte.

Female representation across the business has decreased by 1.1% since FY25, to 34%.

In March, we published our 2025 Gender Pay Gap Statement, which communicates our commitment and actions taken towards transparency and gender equity in our business. Women now represent 40% of identified successors for essential roles, strengthening future leadership pipelines and long-term pay equity outcomes.

UNIQ You

We have continued our partnership with UNIQ You — a key initiative supporting 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.

This year, we welcomed our sixth UNIQ You 'Advisor' from our Hydrographic Surveying team, supporting efforts to encourage greater diversity in maritime and STEM careers. Advisors work with UNIQ You to connect directly with schoolgirls in the program, sharing their experiences, guidance and advice and helping to create lasting impact for participants.



Our Authentic Women's Leadership Workshop was facilitated by Paulien Barkmeyer (Learning Dimensions)

HIGHLIGHT

**Family Friendly
Workplace certification**

In November, PBPL proudly achieved Family Friendly Workplace certification — a recognition of our commitment to supporting employees balance their work and family responsibilities.

Family Friendly Workplaces is a program launched through Parents At Work and UNICEF Australia. Using a framework of Global Work + Family Standards, the program is aligned to the UNSDGs and recognises employers who are leading the way.

Supporting our certification was the development of an ongoing action plan to further strengthen family inclusive workplace practices at PBPL, which builds on our leading parental leave policies implemented in FY25.

During FY26, 67% of employees accessing paid parental leave at PBPL utilised our new flexible parental leave option, reflecting a strong uptake of the enhanced benefit and providing optionality in how employees access parental leave to meet their individual family and caring responsibilities. This year, more male than female employees accessed paid parental leave for the first time at PBPL.

Building cultural capability

Through our Cultural Safety Strategy, we have implemented key actions to strengthen cultural awareness and capability across the organisation, including Cultural Protocols in Practice workshops delivered by Yura Consultancy. The workshops provided employees with practical guidance and supported the development of meaningful Acknowledgements of Country.

A new Cultural Awareness module was also embedded within our employee intranet and onboarding program, connecting employees with relevant support and increasing awareness of PBPL's vision for reconciliation, our Reconciliation Action Plan, and key initiatives, tools and resources.

Respectful and psychologically safe workplaces

We have continued to strengthen workplace conduct, accountability and psychological safety through a series of initiatives, reinforcing behavioural expectations and equipping all employees to identify, prevent and respond to inappropriate workplace conduct.

A new Behavioural Framework was introduced to provide a clear and consistent understanding of expected behaviours and alignment with our values. Behavioural expectations were also embedded within the Short-Term Incentive (STI) framework, reinforcing accountability for how results are achieved, as well as what is achieved.

Our Sexual Harassment Prevention Plan was also reviewed during the year, introducing additional controls to further strengthen prevention measures, while we have continued monitoring psychosocial hazards, controls and actions as part of our commitment to employee psychological health and safety.

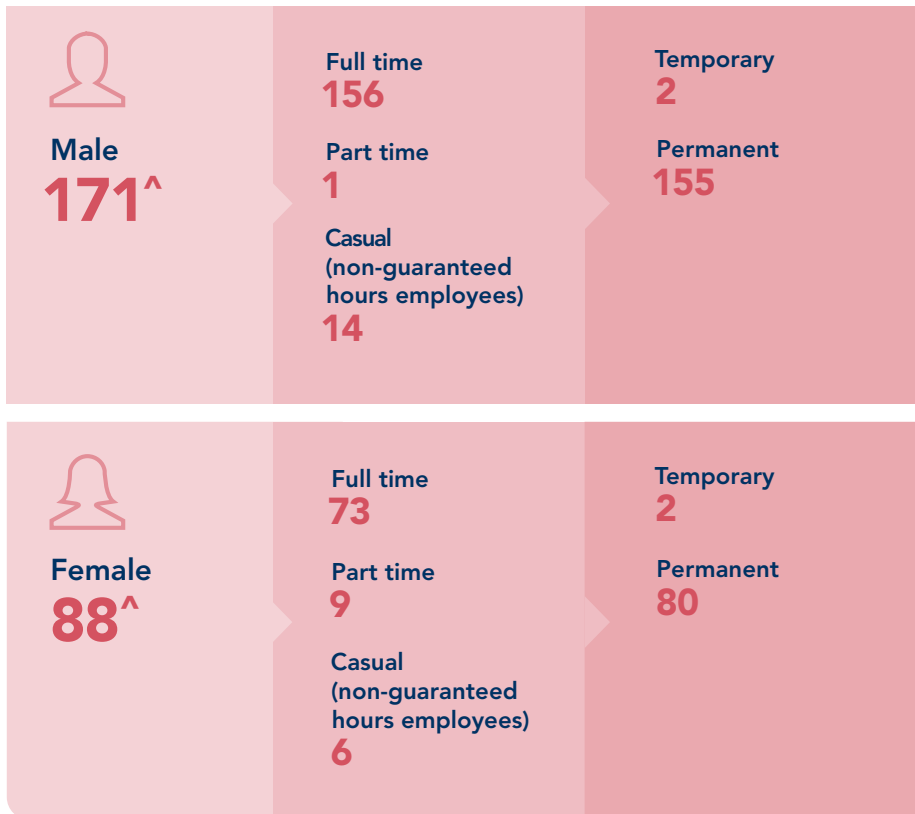


Read more about psychological safety in the Health and wellbeing focus area on page 27.



PBPL achieved Family Friendly Certification in November

Total employees by gender

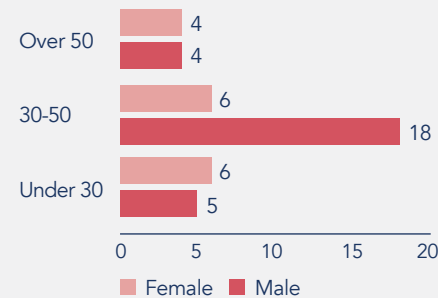


^ Limited assurance by Deloitte

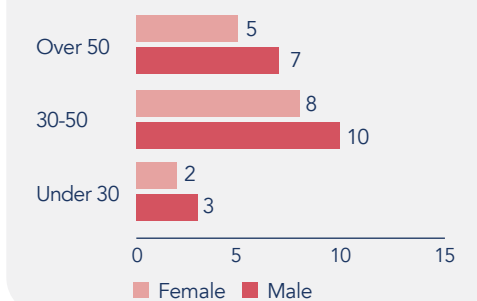
Employees by age, gender and employment category

Employment category	Gender		Age (%)		
	Male	Female	Under 30	30-50	Over 50
Executive	78%	22%	0%	67%	33%
Senior Manager	78%	22%	0%	63%	37%
Manager	56%	44%	0%	50%	50%
Professional	56%	44%	11%	68%	21%
Operational	82%	18%	13%	42%	45%
Administrative	6%	94%	19%	44%	37%

New employees by age (#)



Employee turnover by age (%)



Board and Executive Leadership Team

	UNDER 30	30-50	OVER 50
Male 76%^	0	9	4
Female 24%^	0	1	3

All data current as at 30 June 2026.



2030 Goal

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

FY26 Focus Area Target

50% of employees establish an Individual Development Plan

Progress: **Achieved**

Links to Material Topics

> Workplace capability

Personal development

Context

As we continue to evolve and grow the business, our success depends on the capability, engagement and development of our people. We remain committed to being a learning organisation that supports employees to build new skills, gain diverse experiences and actively invest in their professional growth.

Our approach

Our learning and development approach focuses on empowering employees to take ownership of their growth and career development, connecting them with opportunities to learn and grow on and off the job. We continue to build capability across the organisation, with a strong emphasis on developing current and future leaders who play a critical role in embedding our values and strengthening organisational culture.

Key initiatives

Individual Development Plans

To build a high-performing organisation, PBPL continues to prioritise employee development by enabling individuals to strengthen skills, grow capability and progress meaningful careers.

Individual Development Plans are a key mechanism for supporting employee growth, helping employees identify capability needs, career aspirations and development opportunities. The plans inform learning priorities, succession planning discussions and workforce capability initiatives, ensuring individual development is aligned with both organisational needs and future career pathways.

Employees are encouraged to create and maintain Individual Development Plans through our employee experience platform, providing a structured framework for development conversations, goal setting and capability building. Development Plans support targeted learning investments, identify future talent pipelines and inform succession planning for critical roles.

Tailored learning

In FY26, employees accessed PBPL’s tailored learning catalogue, which included access to targeted courses, mentoring, on-the-job training, leadership programs, secondments and technical development opportunities. This has been complemented by strengthened leadership capability initiatives, including external coaching, external tertiary programs, and targeted workshops for senior leaders and the Executive Leadership Team, along with the launch of the LLP 360 feedback tool. A focus on higher duties, secondments and leadership exposure opportunities was well supported by leaders within the business.

HIGHLIGHT

Strengthening internal capability within Port Services

The Port Services team is responsible for PBPL’s port operations, including railhead operations, port security, safe operational practices, dangerous goods handling and the Brisbane International Cruise Terminal.

In FY25, roles across our Security, Cruise and Rail Operation functions were redesigned to improve clarity, consistency and career pathways. During FY26, this supported eleven higher duties opportunities, two promotions and one secondment, alongside increased internal mobility and broader leadership exposure across teams.

Development within the Port Services team was further supported through external leadership programs, contributing to the uplift of frontline leadership capability.

The introduction of clearer frontline leadership pathways and re-evaluation of operational roles has strengthened succession readiness, while addressing concentration of capability in critical positions. In parallel, expanded cross-training has improved workforce flexibility and operational resilience, supporting more consistent service delivery across port operations.

Key outcomes include:

- establishment of defined frontline leadership pathways
- improved operational resilience through cross-training and role standardisation
- increased internal mobility and leadership development opportunities.

Collectively, these initiatives reflect a deliberate ‘build from within’ approach, strengthening internal capability, enabling meaningful career progression, and supporting a more diverse and future-ready pipeline of operational leaders.

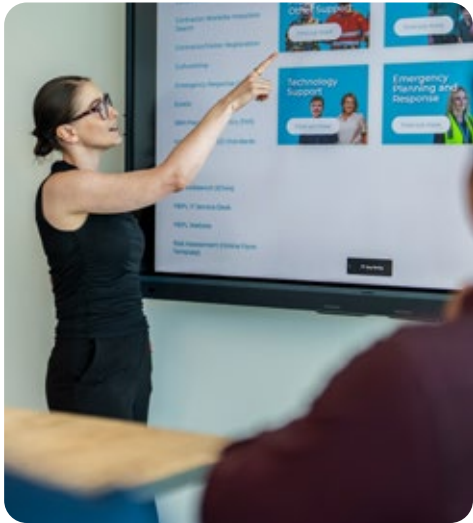
Average annual training hours by gender

Gender	Hours
Male	26.8
Female	25.1
Average hours	26.2^

^ Limited assurance by Deloitte
Data current as at 30 June 2026.

Average annual training hours by employee category

Employee category	Hours
Executive	25.3
Senior Manager	27.3
Manager	27.1
Professional	23.1
Operational	29.8
Administrative	18.6





2030 Goal

No incidences of material non-compliance with legislation

FY26 Focus Area Target

No incidences of material non-compliance with legislation

Progress: **Achieved**

Links to Material Topics

> Global geopolitics

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 organisation's business, operational, compliance, and legislative requirements and responsibilities.

We have established grievance reporting mechanisms in place, supported by relevant policies and frameworks.

Employees are encouraged to report concerns to their Manager, People team, Health, Safety and Wellbeing team or PBPL's Whistleblowing Officer.

Alternatively, PBPL's externally-managed Whistleblower Disclosure Service also provides an avenue for employees, customers, contractors and suppliers to report misconduct and other serious workplace issues.

An internal Collaboration Tool provides employees with an easy, risk-based, centralised approach to share initiatives or changes, 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 Management Systems)*, *ISO14001:2015 (Environment Management Systems)* 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 Management Systems)*, *ISO 14001:2015 (Environment Management Systems)*, and *ISO 45001:2018 (Occupational Health and Safety Management Systems)*.

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.

Whilst there were no incidences of material non-compliance with legislation in FY26, non-conformances were identified following an audit of the Maritime Security Plan. A rectification plan for these non-conformances has been put in place.

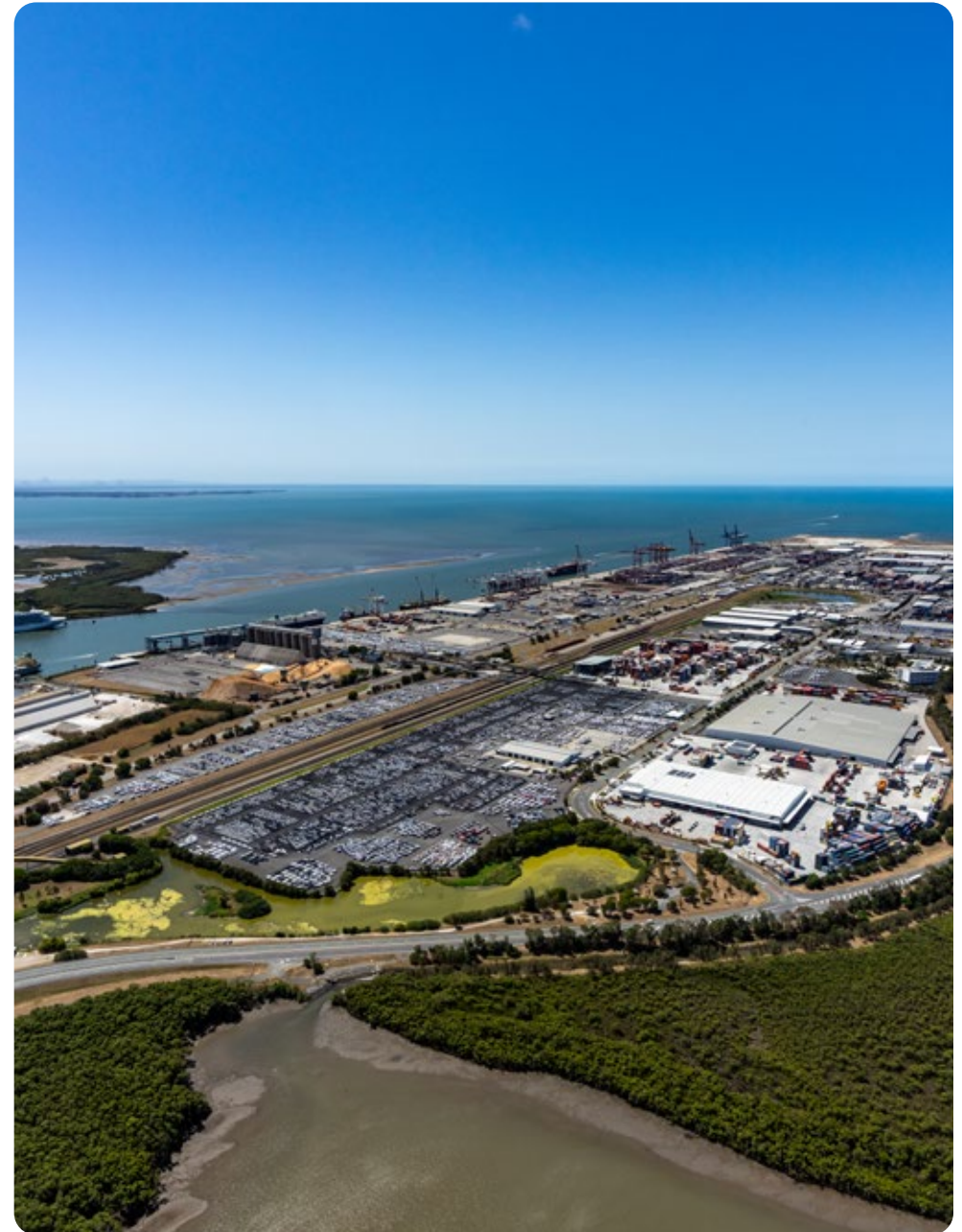
Key initiatives

Risk Matrix Criteria

In FY26, the Risk Matrix was updated to reflect enhanced Health and Safety criteria, including across both Enterprise and Operational Risk Assessments. Separate definitions for both the *Safety and Occupational Health* criteria improve clarity.

Risk Deep Dive

Risk Deep Dive papers are prepared quarterly with topics aligning to the Top Risk Register and presented to the Audit and Risk Committee. In response to the evolving risk environment, risk deep dive topics during FY26 included macroeconomic risk (including geopolitical risk) and Climate Change Impacts (including climate-related risks and opportunities).



PROSPERITY

Our 2030 Prosperity goal

Deliver efficient and sustainable economic growth

In this section:

- Supply chain enablement
- Port development
- Asset management
- Sustainable procurement
- Digital transformation

RELEVANT UNSDGs





2030 Goal

Advance channel preparations for 14,000 TEU vessels
Progress Inland Rail considerations and
road transport efficiencies

FY26 Focus Area Targets

Finalise Terms of Reference/EIS Delivery Plan for Channel Enhancement Project

Progress: Achieved

Increase utilisation of BMT (5% growth on FY25)

Progress: Not Achieved

BMT utilisation decreased in FY26 due to a reduction in services
associated with Cross River Rail project impacts

Links to Material Topics

> Global geopolitics

> Trade growth enablement

> Strategic partnerships

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 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 the Brisbane International Cruise Terminal, while also working with our stakeholders to use technology, such as Green Button and Nonlinear Channel Optimisation Simulator (NCOS) Online, to drive efficiency, sustainability and safety outcomes.

Waterside

Our team of hydrographic surveyors and marine crew are responsible for ensuring the Port of Brisbane's approximately 90km long navigational 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. It can perform both capital and maintenance dredging in accordance with relevant environmental standards. In FY26, the TSHD *Brisbane* removed approximately 223,000m³ of silt and mud from the Port's channel which was placed at the Mud Island Dredged Material Placement Area under strict permit conditions.

Approximately 307,000m³ of sand (13,000m³ from East Channel and 294,000m³ from Spitfire and Spitfire bypass channels) was dredged and placed at the Future Port Expansion (FPE) area 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 42 for more information).

Cruise

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 it is 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.

Landside

As Queensland's population grows, so 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 175ha of development potential 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.

In May 2026, the Federal Government announced it was no longer proceeding with the Inland Rail project in Queensland. Due to that decision, we are in the process of assessing our 2030 Prosperity goal (Progress Inland Rail considerations and road transport efficiencies) to make it more relevant to increasing rail utilisation at the Port of Brisbane.

As the freight task grows, the environmental and liveability impacts on the broader South East Queensland community will also increase if the modal imbalance is not addressed. Rail offers a more sustainable mode of transport that can handle higher volumes of containers 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 roads, reducing congestion and improving road safety.

In FY26, throughput at the BMT decreased, impacted by a reduction in services associated with Cross River Rail project impacts. As the Port's container volumes continue to increase, overall container rail trade was in only 1.1%[^] of containers, (2.1%[^] in FY25 and 1.3%[^] in FY24), well below global standards of around 20-30%.

Road

PBPL is responsible for consenting 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 as well as the Queensland Police Service to understand their future 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 combination to the Port, we work 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.



Brisbane Multimodal Terminal

[^] Limited assurance by Ernst & Young.

^{^^} Limited assurance by Deloitte.

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

OSOM road movements

We continue to work with customers and industry partners to support OSOM (over size over mass) cargo movements between the port and regional areas, including advocacy efforts to address network capacity constraints and initiatives related to movement of cargo.

A Discharge to Laydown project was progressed to improve the management of OSOM movements within Fisherman Islands. New Traffic Guidance Schemes and a Traffic Management Plan were implemented to support these movements by formalising controlled road closures between terminals and designated laydown areas. This approach enables OSOM cargo to be transferred without police escorts within the port precinct, improving operational efficiency and reducing movement-related costs while maintaining safety requirements.

Customer heavy vehicle innovations

During FY26, we worked with customers and the previously referenced NHVR to support the introduction of three new Higher Productivity Freight Vehicles (HPFV) on Fisherman Islands, facilitating on-road trials for South East Queensland Haulier's Super A Double and Heavy A-Double, and Arrow Transport's A Triple vehicle.

As road manager, PBPL has granted consent to these new vehicles to operate on defined routes within Fisherman Islands, under strict safety and operational conditions.

As trade through Port of Brisbane grows, HPFVs are playing an increasing role in moving freight within the Fisherman Islands precinct, and helping lift productivity for operators while responding to

wider industry challenges such as driver shortages and sustainability priorities, including emissions reduction.



Read more in the Asset Management focus area on page 48.

TSHD *Brisbane* refit

During the year, the TSHD *Brisbane* underwent an out-of-water refit, replacing major components and extending the vessel's operational life to support continued service for the Port of Brisbane and northern Queensland ports.

Conducted over three months in Cairns, the refit was the largest dry-docking project the vessel has undertaken and was required to complete the Classification Society 5th Special Survey (25 years of service).

It involved more than 25 companies and contractors, supporting regional supply chains.

Approximately 140 tonnes of equipment was removed to enable docking, with drivetrain systems overhauled and critical components renewed, to maintain reliability and support ongoing, efficient dredging operations.

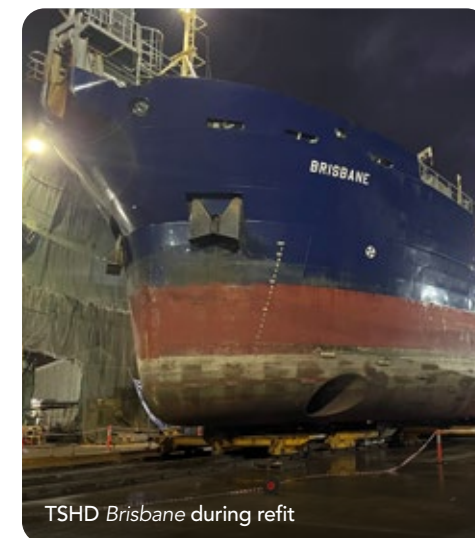
Parts and materials removed from the TSHD *Brisbane* during refit that could be potentially reused were brought back to our marine workshop for assessment and reconditioning.



Find out more about material reuse in the Resource Management focus area on page 61.



Higher Productivity Freight Vehicle



TSHD *Brisbane* during refit

New dredge vessel investigations

We have continued to progress investigations for a replacement dredge vessel, engaging with all internal departments, employees and external stakeholders to advance concept designs, focusing on safety, crew wellbeing, operational efficiency, turbidity reduction, marine fauna and species protection initiatives, and emissions reduction.

The concept design incorporates features intended to increase dredging productivity and operational efficiency, reduce environmental impacts through improved fuel efficiency, emissions performance, the use of alternative fuels and sediment management, and enhance vessel safety, reliability and redundancy. The design also includes dual-fuel readiness to support fuel flexibility, and has been developed with a focus on maintainability and local technical support capability.

Vessel Logs Solution

During FY26 we progressed the development of the Vessel Logs Solution, a digital logbook platform designed to support dredging and survey vessel operations, while strengthening environmental compliance and sustainability outcomes.

The initiative replaces legacy, access-based systems, introducing a scalable, data-driven platform that enhances accuracy, traceability and reporting while reducing reliance on manual processes.

Progress during the year includes proof of concept, stakeholder engagement and development of the core solution. User assessment testing and implementation planning of the solution is underway.

Channel Enhancement Project

The Port of Brisbane's Channel Enhancement Project (CEP) is a proposed long-term plan designed to ensure Brisbane's shipping channel network remains safe, efficient and capable of supporting larger, modern vessels into the future. It includes deepening and widening existing navigational channels, enhancing the East Knoll Bypass Channel and minor channel realignments to improve navigational safety and efficiency.

The CEP has been declared a coordinated project by the Queensland Coordinator-General and a controlled action by the Commonwealth Government. As a result, a comprehensive Environmental Impact Statement (EIS) is being prepared to inform future approval decisions. In September 2025, the final Terms of Reference was released by the Office of the Coordinator-General (OCG).

PBPL is preparing a single, comprehensive EIS for the Project to address both State and Commonwealth Government requirements prior to an approval decision. The EIS investigations will involve a broad range of technical studies including coastal processes and modelling, marine ecology and water quality, visual amenity, cultural heritage, and economic and social impact assessments.



Local community engagement for the proposed Channel Enhancement Project

During FY26, PBPL refined project design parameters, including the optimised channel and dredge material placement areas following technical input and engagement with key stakeholders.

We have continued to engage with customers, industry, government, community stakeholders and First Nations representatives about the proposed project. An Endorsed Parties Reference Group has been established to inform cultural heritage assessments for the EIS.

Stakeholders can find out more information about the proposed project via a dedicated CEP page on our website, which includes project updates, fact sheets and videos, or can contact us via a dedicated email address and toll-free number. A feedback portal and project information is also available on the OCG's website.



Information about the proposed Channel Enhancement Project is available on [PBPL's website](#).

NCOS enhancements

We have continued to invest in the NCOS Online technology in use at Port of Brisbane, developed by DHI Seaport, to support a more efficient, connected and sustainable port. Work is continuing to develop NCOS Version 2.0 — significant updates to the planning module to further support more efficient ship movements, scheduling management, emissions management and analytics for data-driven decision making.

In May, a new weather module was released to waterside stakeholders — the first major enhancement, which was trialled and developed with key stakeholders, including Maritime Safety Queensland, pilots and tug operators. The new module provides a connected view of under keel clearance and environmental conditions up to seven days in advance, supporting informed decision making using real-time data and helping streamline vessel movements along the Port's 90km shipping channel.

As part of the enhancements, work is also progressing to integrate 'Green Button' technology with NCOS Online.



Read more about Green Button in the Energy Efficiency focus area on page 56.

Brisbane International Cruise Terminal

We have continued to focus on enhancing safety, operational efficiency and passenger experience at the Brisbane International Cruise Terminal (BICT) throughout the year which welcomed its 500th vessel in December.

Targeted enhancements were progressed to strengthen safety and operational capability at the terminal, with development of new operational documents and protocols prepared in consultation with Carnival Australia. We also improved passenger boarding bridge systems and monitoring, along with ongoing maintenance and service reviews, to enhance reliability and safe passenger transfer.

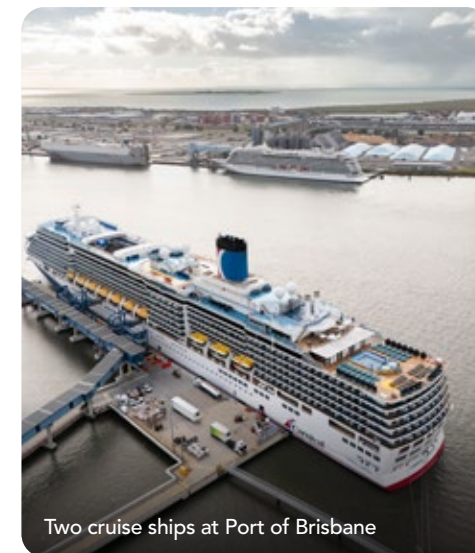
In October, approximately 100 stakeholders participated in a live exercise at the BICT under controlled conditions. The exercise was part of an ongoing program enabling PBPL and its stakeholders to practise and review emergency response procedures in a highly controlled environment, building on other procedures including fire and emergency evacuation drills.



Emergency response training at the BICT

Supporting cruise tourism growth

In April, two cruise ships called simultaneously at the Port of Brisbane — at the BICT and Fisherman Islands. The milestone demonstrated Brisbane's ability to offer additional cruise capacity for transit calls when the BICT is already booked. Extra capacity offers cruise lines greater flexibility in itinerary planning, reinforces Brisbane's attractiveness as a port of call and supports the continued growth of Queensland's cruise industry.



Two cruise ships at Port of Brisbane



2030 Goal

Achieve a minimum 5-star sustainability rating for all new property and port infrastructure projects

FY26 Focus Area Targets

Trial Property Development Sustainability Assessment Tool

Progress: Achieved

Implement Infrastructure Sustainability Assessment Tool

Progress: Achieved

Links to Material Topics

> Trade growth enablement

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 South East 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 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 design development through to delivery and ongoing management support. We take a long-term view of 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 optimisation of water and energy use through efficient design.

Port development

We look to incorporate sustainable design elements into new port and property developments, including rooftop solar, battery energy storage systems, 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. In the design phase, we assess opportunities to reduce long-term environmental impacts of facilities once operational.

During construction, we prioritise responsible material selection, resource efficiency and onsite waste management.

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 that lower embodied carbon and our developments' impact on the environment.

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 175ha development potential remaining — in line with operating and reclamation models to provide new land for port development. Progressive land development is critical to enabling the Port of Brisbane's long-term growth.

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

As part of surcharging works, 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

Property Development Sustainability Assessment Tool

During the year, we trialled a new Property Development Sustainability Assessment Tool used to support the project management approach to track and report sustainability outcomes.

Developed by PBPL and Stantec with expertise in engineering, architecture and environmental consulting, the in-house tool reflects the Port of Brisbane's unique operating context and supports our Sustainability Program.

This year to support the trial, the tool was embedded in the design and construction of the second stage of a logistics park facility currently being delivered for South East Queensland Hauliers.

It includes 14 criteria that the project team — including PBPL, the project's designer and its principal contractor — investigate for potential opportunities including circular economy, material use, responsible construction, energy use and innovation.

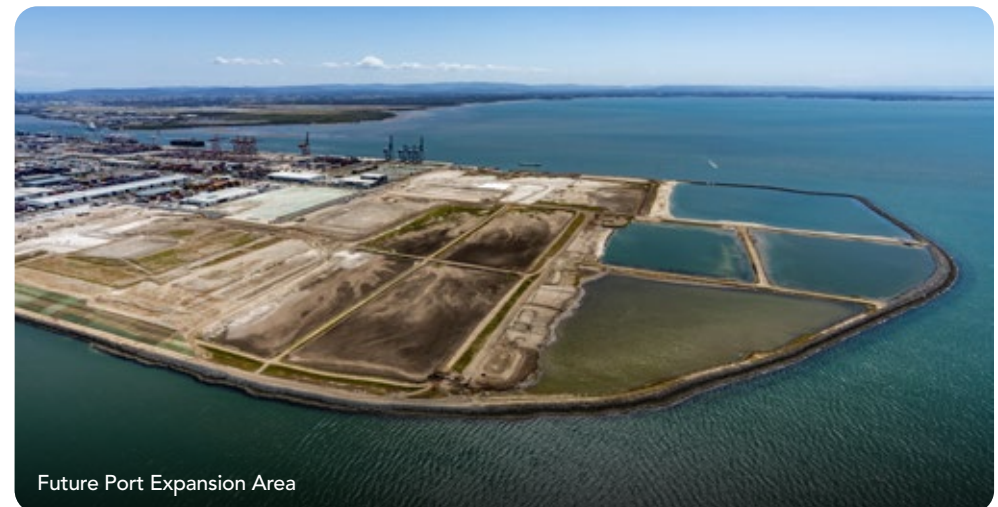
Embedding the sustainability tool within a property development, challenges the project team to identify, investigate and track potential opportunities for positive sustainability impacts as part of the project management function.

6-Star Green Star certification

In June we were awarded 6-star Green Star certification (v1.3) by the Green Building Council of Australia for our Electrolux Group development at Port West Stage 2, following an assessment of the building's design, construction and its first six months of operation.

The multi-award-winning development incorporates sustainability elements including rooftop solar, low carbon concrete, and a timber showroom using Glulam and Cross Laminated Timber (CLT). Through PBPL's embedded energy network within Port West Stage 2, Electrolux Group also accesses 100% renewable power.

Water efficiency measures include rainwater capture for amenities and operations, and recycling of fire system test water. Additional features include a recycling centre, Building Management System, and design optimisation which reduced embodied carbon.



Future Port Expansion Area

SEQ Hauliers Logistics Park

In December, we delivered a new Logistics Park for South East Queensland (SEQ) Hauliers. The first of two stages of development, the two-hectare site comprises 19,277sqm of container hardstand, 40 reefer points, associated infrastructure and a bespoke office made of converted shipping containers.

Infrastructure Sustainability Assessment Tool

This year, we implemented an Infrastructure Sustainability Assessment Tool to embed sustainability, decarbonisation and materiality considerations into the delivery of capital works infrastructure projects, achieving our FY26 focus area target.

The tool applies to infrastructure projects with a capital value greater than \$500,000, with nine projects assessed to date. Structured by project type, the tool uses fit for purpose criteria aligned to PBPL's sustainability priorities.

It enables consistent assessment and reporting across the project portfolio, while supporting improved decision making at each stage of the project lifecycle.

The tool is designed to be applied from planning through to operations and functions, as both a retrospective assessment and a continuous improvement tool. It identifies sustainability initiatives across key project phases and requires project teams to confirm implementation outcomes and recommend initiatives for future delivery. This approach seeks to support the systematic integration of decarbonisation measures, improved material selection and sustainable design practices, while enabling PBPL to track performance trends over time.

Port road extensions

In FY26, we completed the extension of two port roads into our FPE Area — a 420-metre extension to Lucinda Drive and 310-metre extension to Curlew Street on Fisherman Islands. The new road extensions provide access to approximately 19.5ha of new land being improved for development.

Both projects incorporated sustainability initiatives including the use of 30% Recycled Asphalt Product (RAP) in the wearing course as well as LED street lighting.

HIGHLIGHT

Accelerating ground improvement works

Due to ground conditions at the port, ground improvement works are required to reduce post construction settlement. Within the FPE area, the method adopted typically involves surcharge combined with wick drains, a process that can take up to five years to complete.

During FY26, we accelerated the land development program at the FPE Area to respond to market demand, selecting Controlled Modulus Columns (CMCs) as the ground improvement technique.

The CMC method involves injecting concrete grout into the underlying soft, compressible soils to reduce settlement and enhance the ground's bearing capacity. This technique was adopted to accelerate construction of a 310-metre extension to Curlew Street, enabling access to land ready for property development. It significantly shortened the site's overall ground improvement program, reducing it from approximately five years to just over six months.



SEQ Hauliers Logistics Park ribbon cutting event



Two port road extensions were delivered during the year.

**2030 Goal**

100% alignment with ISO 55000

FY26 Focus Area Target

Undertake gap analysis against ISO 55000

Progress: Achieved

Links to Material Topics

> Trade growth enablement

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, Information Communication Technology 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 customers' needs and the economic functioning of the port. We are committed to delivering a high-quality, compliant and sustainable service to our customers and port stakeholders by providing safe, reliable and efficient assets. Asset management can also 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 service lives and to minimise the whole-of-life maintenance demands. They require disciplined tracking, forward planning and timely intervention to sustain performance. Managing this asset base has increased in complexity over time due to growth of our asset portfolio, ageing infrastructure and diversification into new asset classes, such as solar and battery energy storage systems.

Our comprehensive asset management program 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 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

Progress towards ISO 55000 alignment

Throughout the year we made progress towards our 2030 focus area goal of 100% alignment with *ISO 55000 (Asset Management)*, engaging an external consultant to undertake a review and gap analysis of current asset management at PBPL against the ISO standard. Completed during the year, the review will help inform resource prioritisation and efforts to support continuous improvement of PBPL's overall Asset Management System, benefitting our business and stakeholders that use our asset base.

Maturing asset management

As our asset management capability matures, we continue to strengthen asset performance insight through improved data and analytics. This supports more informed, evidence based decisions, and optimises long term value to benefit customers and the broader port community.

Enhanced asset understanding enabled targeted assessment and monitoring of the Lucinda Drive Overpass, supporting the safe trial of larger heavy vehicle combinations by our customers on defined routes.

This approach helps unlock existing capacity, support customer operations and defer capital investment, while maintaining safety and performance.

Wharf infrastructure assessment for larger vessels

We completed a detailed review of existing wharf infrastructure to assess its ability to support future requirements as a result of the Channel Enhancement Project, including larger vessels. The review also considered the suitability of quay line equipment, such as cranes, needed to service these ships to ensure we understand the scope of works required that will enable Port of Brisbane to accommodate larger vessels anticipated to call in the future.

EV charging infrastructure installation

During the year, we increased electric vehicle (EV) charging infrastructure available for employees and PBPL visitors, with the installation of a 300kW rapid charger and six charging stations at the Port Office. The EV charging infrastructure, which delivered 37MWh of electricity during FY26, is powered entirely by renewable energy through the Port of Brisbane Virtual Energy Network (VEN) during daylight hours and our renewable PPA at other times.

Supporting our Future Power Strategy, the charging infrastructure reduces overall transport emissions and provides a scalable foundation for PBPL to support increased EV take-up in the future without increasing our carbon footprint.



New EV chargers installed at the Port Office



Read more in the Supply Chain Enablement focus area on page 41.

Fisherman Islands’ Pressure Reducing Valves

Throughout the year, we continued work to improve water supply efficiency on Fisherman Islands. Building on work commenced in FY25, we completed the installation of Pressure Reducing Valves (PRVs) within the network’s District Metered Areas (DMA).

By enabling continuous monitoring of inflows and consumption patterns, this approach provides greater visibility of system performance and proactive leak detection. These measures help reduce water losses and the associated demand for water extraction, treatment and pumping, lowering energy use and emissions across the water supply chain. The DMA approach also supports improved management and data-driven decision making to inform ongoing network operation and maintenance.



Maintaining water infrastructure on Fisherman Islands.

Managing impacts on road rehabilitation projects

During the year, we completed two road pavement rehabilitation projects on Fisherman Islands. Using Reclaimed Asphalt Pavement (RAP) on both projects reduced reliance on raw materials and minimised waste through material reuse. It also lowered embodied carbon in asphalt production while maintaining performance

and durability equivalent to conventional mixes. This approach supports our work with contractor partners to prioritise the integration of sustainable material selection into routine road renewal projects and minimise waste to landfill.

Material use on road renewal projects

	Port Drive (between Bulk Terminals Drive and Bishop Drive)	Whimbrel Street
Area	16,611m ²	11,599m ²
Total asphalt (RAP)	2,815 tonnes 30% RAP mix in new pavement	1,509.5 tonnes 30% RAP mix in new pavement
Total CO ₂ savings for project*	151.26 tonnes	52.73 tonnes
Total waste recycled or beneficially reused	9,382 tonnes	5,990 tonnes
Total waste to landfill (kg)	0 kg	0 kg
Other	- Solar powered site office and road signs - Envirocrete low carbon concrete used for all concrete work - New trees replanted for trees removed	Solar powered site office and road signs

Source: Data provided by delivery contractor Malcolm Civil
* Emissions savings relative to a ‘business as usual’ approach



2030 Goal

100% alignment with ISO 20400 with audit verification

FY26 Focus Area Target

Deliver FY26 Sustainable Procurement Strategy actions

Progress: **Achieved**

Links to Material Topics

> Trade growth enablement

> First Nations engagement

> Diversity and inclusion

> Community impact and engagement

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 a robust Procurement Policy, Standard and Procedure in place to support our people in acquiring goods and services that our business needs to operate efficiently, effectively and sustainably.

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

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

In FY26, we had 827 direct suppliers; of these, 97% 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.

In FY26, 70% of our total procurement spend was with local (Queensland) suppliers.

Key initiatives

Sustainable Procurement Strategy

During FY26, we began embedding our Sustainable Procurement Strategy within PBPL's existing procurement framework. This work strengthens our ability to manage procurement-related risks while unlocking opportunities to support our sustainability objectives, in alignment with *ISO 20400:2017 (Sustainable Procurement)*.

Key initiatives progressed during the year included implementing a digital tendering platform within our ERP system to improve consistency and visibility across sourcing processes, developing a Sustainable Procurement Guide to support the 'Procure with Purpose' approach, and refining the procurement framework to embed sustainability throughout the procurement lifecycle.

A key FY26 Sustainable Procurement Strategy action was to investigate setting measurable targets. It was identified that additional data insights, maturity, and analysis were required to ensure targets would be aligned to operational realities and capable of driving meaningful outcomes.

As a result, target setting was deferred from FY26 to enable a more informed assessment of category specific opportunities and constraints, however key metrics provided in this report provide visibility of progress while informing future target development.

Modern slavery

PBPL has zero tolerance for modern slavery and strives 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)*.

We maintained our engagement with external consultant, FairSupply, 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. Working with FairSupply, we implemented digital Supplier Assessment Questionnaires for selected suppliers to enhance supplier-level risk visibility.

Further initiatives were progressed during FY26 to mitigate modern slavery risk and build organisational awareness. This included formalising a remediation framework aligned with PBPL's existing reporting and incident management processes to ensure a consistent and structured response to any identified incidents.

We also continued our long-time partnership with Mission to Seafarers Brisbane. Our support includes fully subsidising its lease, managing building maintenance, and collecting and donating clothing for visiting seafarers. PBPL continues to be represented on its Management Committee and this year, one of our team joined its industry sub-committee.

Supplier diversity

Increasing procurement spend with First Nations businesses is a key initiative of our 'Innovate' Reconciliation Action Plan and aligns with our 2030 Sustainable Procurement goal.

In FY26, we engaged 18 Aboriginal and Torres Strait Islander-owned businesses across a diverse range of services, including consulting, horticultural maintenance, catering, training, waste management, cultural performances, beverages, and office consumables. This represents a 15.4% decrease compared to FY25 in expenditure related to procurement and cultural activity and engagement. Our reduced expenditure is attributable to the completion of a consulting project during the previous year.

We maintained our Supply Nation corporate membership in FY26, with select employees completing both their foundational and advanced supplier diversity training. This formal training complements an uplift in PBPL's internal training material, strengthening employee understanding and capability.

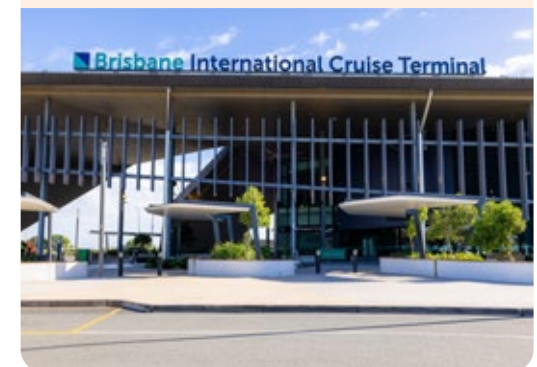
HIGHLIGHT

Tuff Yards

In October, we awarded a three-year service contract to Tuff Yards for horticultural services, including the Brisbane International Cruise Terminal (BICT). Tuff Yards is a First Nations-owned and Supply Nation-certified business, with expertise in land management practices.

Under the contract, Tuff Yards undertakes regular horticultural maintenance to ensure BICT's landscape remains well-presented and operational year-round, while also supporting the presentation and preservation of Indigenous artwork across the site.

Tuff Yards' knowledge of local ecosystems and sustainable land management practices supports PBPL's broader biosecurity and environmental management objectives.





2030 Goal

Create value through becoming a digital leading port

FY26 Focus Area Target

Investigate options for improved scope 3 emissions data collection

Progress: **Achieved**

Links to Material Topics

> Technology and cyber security

Digital transformation

Context

Technology plays a critical role in maintaining the security and sustainability of our operations, while enabling the efficient movement of people, cargo, ideas and innovation across the Port of Brisbane.

It empowers our workforce to work more effectively and productively, supporting our innovation and driving greater value for PBPL and our customers.

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 (SOCI) Act 2018 (Cth)* 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 data that supports business functions including sustainability, financial, operational, trade, safety and people. This enhances visibility of environmental impacts, enables data-driven insights and supports sustainability compliance reporting.

Key initiatives

Enabling business growth

Technology has continued to underpin major asset management, operational, health and safety, and finance projects delivered in FY26, uplifting capability, enhancing data-driven decision making across the business and supporting sustainability outcomes.

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

GHG emissions register

During the year, we worked with vendors to investigate technology options to support improved scope 3 emissions data collection and reporting. The investigations confirmed the system requirements to ensure alignment with scope 3 reporting under the Greenhouse Gas (GHG) Protocol.

Infrastructure resilience and system modernisation

Digital infrastructure is an essential enabler that underpins physical infrastructure and daily operations, as well as the systems that run our digital environment.

We have continued to modernise our digital infrastructure as part of asset lifecycle management. Through the program, we have sought to enhance security and business resilience, improve network connectivity, reduce hardware footprint and enhance data capture. We have also continued a broader program of updating and modernising some business systems where required.

New e-waste processing provider

During the year, we commenced a new partnership with Ethan Indigenous to support sustainable processing of our e-waste.

Ethan Indigenous is an Indigenous-led ICT company that partners with technology vendors to supply IT products while creating meaningful opportunities for Aboriginal and Torres Strait Islander youth, by supporting professional employment pathways and education, and digital literacy outcomes.

Engaging Ethan Indigenous not only ensures secure and sustainable processing of our e-waste, but also supports our Innovate Reconciliation Action Plan commitments to expand opportunities to engage First Nations suppliers.



PLANET

Our 2030 Planet goal

Achieve net positive environmental benefit

In this section:

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

RELEVANT UNSDGs



**2030 Goal**

No National Environmental Protection Measures (NEPM) exceedances

FY26 Focus Area Target

No NEPM exceedances

Progress: Achieved

Links to Material Topics

Environment, biodiversity and nature

Air quality

Context

Emissions from ships, trucks and machinery, and dust from bulk material handling and construction activities, contribute to regional air quality. Poor air quality can affect community health and workforce safety. Regional air quality in South East Queensland is generally good but can be influenced by natural events (e.g. bush fires), vehicle emissions, industrial activity and weather conditions. The Port must align with national standards (National Environmental Protection Measures — NEPM) and Queensland environmental laws, and continues to respond to evolving expectations and opportunities towards sustainable, low-emission operations.

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 Fisherman Islands). The E-samplers produce daily recordings which are reviewed by our consultant, with data then sent to PBPL to display on our website.

During the year we successfully completed a trial using a portable air quality monitoring device that provides real-time air quality information. These units do not have the rigour of our existing fixed monitoring stations, but the trial confirmed they are suitable for monitoring a local site-based air quality issue if one occurs.

In FY26, there were no recorded instances of NEPM exceedances due to port activities.



2030 Goal

Absolute zero emissions (scope 1 and 2)

FY26 Focus Area Target

Implement FY26 Energy Transition Plan actions

Progress: Achieved

Maintain net zero

Progress: Achieved

Links to Material Topics

> Emissions management

> Energy transition

Energy efficiency

Context

Our Energy Transition Plan, developed and implemented in 2024 and underpinned by the Science Based Targets Initiative (SBTi), sets the pathway to absolute zero emissions by 2030, through a targeted, methodological approach to emissions reductions based on behaviour, technology and fuel.

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 absolute 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) and have continued to maintain this in FY25 and FY26.

Our Energy Transition Plan focuses our efforts to further reduce our emissions at the source with less reliance on offsets. The Plan focuses on the three key sources of our emissions generations: Marine, Brisbane Multimodal Terminal (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 and changing technology, including electrification and alternative low emissions fuels.

We have invested significantly in rooftop solar across our buildings and are expanding the number of battery energy storage systems installed to increase storage capacity.

Key initiatives

Virtual Energy Network

Our VEN is a key initiative within our Energy Transition Plan. Established in 2024, the VEN enables PBPL to virtually 'share' excess solar power between various sites. This virtual sharing helps to facilitate reduction of our energy demand and deliver cost savings for our business.

Combined with behind the meter solar use, in FY26 the VEN supplied approximately 27% of PBPL's energy demand, reducing our scope 2 emissions and delivering energy cost savings. We currently operate over 8MW of solar and 2.3MW/h of Battery Energy Storage Systems (BESS) across PBPL-operated and owned assets.

Expanding the VEN

During FY26, we expanded access to the VEN to port customers as a voluntary, collaborative initiative to support their decarbonisation strategies. It enables participating customers to access locally generated 100% renewable energy during solar generating periods.

Eleven port customers joined the VEN during the year, with PBPL installing additional rooftop solar and battery infrastructure across seven properties at the Port of Brisbane. Customers entered commercial agreements with Momentum Energy that enables them to participate in the virtual exchange of energy.

Brisbane International Cruise Terminal

In June, we commissioned a 240kW rooftop solar system, building on the existing 790kW solar system on the terminal's covered car park, which takes the overall solar capacity to over 1MW at the BICT. A new 1145kW/h BESS was also installed, further strengthening our renewable energy deployment at BICT. The BESS component forms part of a funded trial delivered in partnership with Hydro Tasmania and supported by the Australian Renewable Energy Agency (ARENA), with \$240,000 funding under Round 1 of its Community Battery Program. This trial is an important step in understanding how battery storage can optimise energy usage at the Port and reduce demand on the grid.

Green Button

Through the NCOS Online technology developed with DHI Seaport and implemented at Port of Brisbane since 2017, we have enhanced safe marine access and delivered operational benefits for our customers.

The Green Button — a tool to maximise vessel efficiency and minimise emissions when transiting the shipping channel — was developed and trialled in FY24. During FY26, Green Button underwent further upgrades, with testing continuing ahead of wider implementation.

Alternative fuel trial

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

Following investigations undertaken in FY25 to assess the compatibility of renewable diesel for use on the vessel, a trial of Hydrotreated Vegetable Oil (HVO) was planned for both the TSHD *Brisbane* and container handling equipment at the BMT.

As part of planning, engine compatibility was confirmed by the original equipment manufacturer, and the proposed trial was reviewed and approved by the Classification Society and Flag Association along with supporting arrangements, including vessel bunkering, fuel management and risk assessment. Due to a combination of unrelated technical challenges and redeployment of the TSHD *Brisbane* for emergency dredging across northern Queensland ports, the trial for the BMT was deferred to July 2026 and the trial for the TSHD *Brisbane* is currently planned for January 2027.



The Virtual Energy Network was expanded to port customers

Electrical grid supply

Supporting the long-term growth of the Port and our customers will require reliable and resilient power solutions.

In line with our Energy Transition Plan, we have continued to investigate opportunities to increase electrical grid capacity within the port precinct to support future electrification requirements of PBPL and our customers.

Investigations have focused on potential requirements within the FPE area and include ongoing engagement with regulators and port customers to identify potential demand, constraints and capacity requirements to inform early-stage planning.

BICT shore power investigations

We have continued to investigate the feasibility of implementing shore power connectivity at the Brisbane International Cruise Terminal, to support cruise line customers seeking to reduce their use of diesel fuel while at berth (PBPL scope 3). Early concept studies have included initial analysis of local network capacity and infrastructure needs, as well as identifying future design considerations.

The work has also included ongoing engagement with relevant stakeholders to understand cruise industry demand and fleet readiness, network capacity, and upgrades required to support shore power along with landside and wharf constraints and opportunities.

Energy consumption by type (GJ) FY24 – FY26

Energy type	FY24	FY25	FY26
Diesel	21,080	258**	380
Carbon neutral diesel*	91,398	121,231**	99,190**
Unleaded	390	425	479
Carbon neutral unleaded*	47	111	68
Onsite solar	5,040	3,752***	5,326
Electricity	451	345	661
PPA electricity	18,855****	17,646****	14,780****
Oils and greases	674	745	1,458
Total	137,935	144,513	122,342^

* 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.

**** FY24 and FY25 PPA electricity have been restated from prior year reports due to a meter error at one site identified during the FY26 period.

^ Limited assurance by Deloitte (FY26).

Carbon emissions by scope (tCO2e) FY24 – FY26

Energy type	FY24	FY25	FY26
Scope 1	7,957^	8,599^	7,066^^
Scope 2 (market-based)	0	0	0^^
Scope 2 (location-based)	4,344****	3,548****	2,874^^
Total (scope 1 and 2)**	7,957	8,599	7,066
Scope 1 with offsets	1,520	57*	78*
Purchased offsets	2,381****	940****	737
Scope 1 and 2 with offsets***	-861	-883	-659
Scope 3	495,247	544,070	540,348

* All TSHD Brisbane diesel is now carbon neutral diesel.

** Total scope 1 and 2 emissions uses the market based method for calculation.

*** PBPL purchased Australian Carbon Credit Units to offset emissions.

**** FY24 and FY25 Scope 2 (location based) emissions have been restated from prior year reports due to a meter error at one site identified during the FY26 period.

***** FY24 and FY25 scope 2 (market-based) emissions have been restated using the NGA Voluntary Market Based Scope 2 Emission Guidelines

^ Reasonable assurance by Ernst & Young (FY24, FY25).

^^ Reasonable assurance by Deloitte (FY26).

Scope 3 emissions data confidence level

Activity category	Accuracy confidence level
Capital goods	Moderate
Business travel	High
Employee commuting	High
Downstream transportation and distribution	Vessels – high Train – high Vehicles – low
Downstream leased assets	Low

All data current as at 30 June 2026.



2030 Goal

Minimise our risk and increase our adaptive capacity

FY26 Focus Area Target

Prepare and draft Climate Change Disclosures report in accordance with AASB S2

Progress: Achieved

Links to Material Topics

> Climate change resilience

Climate change resilience

Context

As a coastal port operator, our infrastructure, assets, operations and value chain are exposed to a range of climate-related risks and opportunities (CRROs) across the short, medium and long term. We take a proactive and integrated approach to understanding and managing these impacts, with a focus on strengthening resilience, protecting asset performance, supporting informed decision making, and positioning the business to respond to evolving stakeholder and market expectations.

Our approach

Climate resilience is embedded within our Sustainability Program and organisational strategic planning processes. Climate-related considerations are integrated into strategic planning, capital investment, asset management and operational decision making to help build resilience across our business. Key supporting initiatives include our Climate Change Adaptation Plan and Energy Transition Plan, which guide our approach to managing physical climate risks and reducing emissions across our operations. This integrated approach supports PBPL's ability to adapt to both physical climate impacts and the evolving transition to a lower-emissions economy, ensuring our continued operability.

To prepare for reporting in line with the AASB S2 Climate-related Disclosures Standard, we refreshed our assessment of CRROs. This process identified and assessed the CRROs most likely to materially influence PBPL's strategy, business model, value chain and financial prospects across the short, medium and long term.

CRROs are identified through periodic assessments of our operations and value chain, informed by stakeholder engagement, previous studies and evolving climate science. Risks and opportunities are assessed and prioritised using PBPL's risk management framework to determine their relative significance to the business. Ongoing monitoring is supported through regular review processes, with reassessment undertaken in response to changes in scientific, regulatory, market or operational conditions.

Climate-related risks and opportunities

Through this process, three material climate-related risks and two climate-related opportunities have been identified, supported by a range of mitigation actions and controls embedded within our Sustainability Program, Climate Change Adaptation Plan, Energy Transition Plan, operational practices and strategic planning.

Climate resilience

During FY26, we undertook qualitative climate scenario analysis to assess the resilience of our strategy, business model and infrastructure under two potential climate futures: a lower-emissions scenario reflecting strong global climate action, and a higher-emissions scenario characterised by more significant physical climate impacts.

The analysis demonstrated that PBPL’s strategy, business model and infrastructure remain resilient under both scenarios, supported by existing and planned mitigation and adaptation measures, together with our long-term focus on building organisational resilience and adaptive capacity.

The assessment highlighted that transition risks are more prominent under a lower-emissions scenario, while physical climate risks increase under a higher-emissions scenario. These findings reinforce the importance of maintaining a flexible and adaptive approach, supported by ongoing investment in climate adaptation, emissions reduction and resilience planning.

Climate-related risks

Physical risks

Major flooding events	Flooding may disrupt port operations, restrict channel access and increase dredging and recovery costs. Mitigation focuses on maintaining channel access through enhanced dredging capability, predictive modelling and catchment management initiatives.
Storm and cyclone events	Severe weather may damage infrastructure and disrupt operations, increasing repair costs and insurance exposure. To mitigate this risk, PBPL invests in early warning systems, storm preparedness procedures, infrastructure resilience upgrades and insurance coverage.

Transition risk

Changes in trade composition	Shifts away from emissions-intensive commodities may reduce revenue and asset utilisation if PBPL does not adapt to accommodate for market changes. PBPL’s strategy and business model aligns to supporting emerging low-emissions trade through investment in adaptable infrastructure.
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Climate-related opportunities

Adaptable and resilient infrastructure	Investment in low-emissions and resilient infrastructure can enhance asset value, reduce costs and improve long-term performance. PBPL is actively investing in renewable energy and energy efficiency initiatives and modular infrastructure to support flexibility and growth.
Partnerships to enable low-emissions technologies	Facilitating and partnering with clients by providing land access and services to develop low-emission fuels and technologies to support trade diversification and new revenue streams. This is enabled through attracting low-emission aligned tenants, developing enabling infrastructure and supporting emerging energy markets.





2030 Goal

Zero PBPL waste to landfill and net positive water

FY26 Focus Area Targets

Implement FY26 Waste Management Strategy actions

Progress: Partially achieved

Four out of five actions implemented

Upgrade water data management systems

Progress: Achieved

Links to Material Topics

> Environment, biodiversity and nature

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 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 and Brisbane International Cruise Terminal (BICT). 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 at PBPL sites was 5,547kL[^]. This usage comprises 5,037kL of grid supplied potable water and 510kL of rainwater collected. This year, the potable water volume reported also includes grid-supplied potable water usage by our dredge vessel, TSHD *Brisbane*, for the first time.

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.

[^] Water use is calculated for PBPL sites only to measure progress towards our net positive water goal. Water-related metrics reported in accordance with GRI requirements are provided in the Data Summary table.

Key initiatives

Waste management at the Operations Base

The Marine Maintenance team at our Operations Base undertake a significant amount of vessel maintenance every year to support marine operations which generates a significant amount of waste due to the nature of the work.

The team worked with PBPL's new waste contractor to expand and improve recycling opportunities, including recycling non-reusable wooden pallets previously sent to general waste. Clearer bin labelling and ongoing employee and contractor engagement have also improved on-site waste sorting.

Upcycling

The Marine 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 and helping reduce waste sent to landfill.

Following the TSHD *Brisbane* refit in Cairns, materials including jet valves and actuators have been assessed and reconditioned. This enables the team to respond quickly should replacement parts be required on the dredging vessel, avoiding potential delays and ensuring the TSHD *Brisbane* can continue operating for Port of Brisbane and its customers.

Containers for Change

We continued to participate in the Containers for Change program, recycling 63,342 containers across all PBPL locations and onboard the TSHD *Brisbane*.

Approximately 77% of these containers are collected at the BICT 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 2025/26 Employee Charity, Challenge DV.



Total waste generated and recycled FY24-FY26

	To landfill (tonnes)	Diverted from landfill (tonnes)	Metal recycled (tonnes)	Recycling (tonnes)*	Upcycling (tonnes)	Ad hoc recycling (tonnes)**	% Waste diverted from landfill
FY24	72	79.6	9.1	59.5	5.1	5.9	53%
FY25	112.4^	84.9	10.4	69.5	0.9	4.1	43% [^]
FY26	51^^	74.2^^	7.8	55.9	0.4	10.1	59%

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

** Ad hoc recycling includes organic waste reused.

[^] Limited assurance by Ernst & Young (FY25).

^{^^} Limited assurance by Deloitte.

All data current as at 30 June 2026.



2030 Goal

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

FY26 Focus Area Target

Investigate nature positive (fine sediment) projects for the Channel Enhancement Project

Progress: Achieved

Links to Material Topics

> Environment, biodiversity and nature

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 (according to Australian Rivers Institute research). 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 Future Port Expansion Area, while the remainder is placed under permit 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 \$6.4 million to rehabilitate degraded waterways — reducing sediment and nutrient run-off into the Brisbane River and Moreton Bay.

Key initiatives

Nature positive project investigation

During the year, we worked with Healthy Land & Water to identify and investigate potential 'nature positive' projects relating to fine sediment abatement and marine plant restoration opportunities as part of our proposed Channel Enhancement Project.

Through their work, Healthy Land & Water researched and reported on riparian restoration, grazing land condition improvement, mangrove and coastal restoration and fire management as potential opportunities.

Lockyer Valley Project — Stage 5 complete

During the year we completed the rehabilitation of highly degraded creek bank along Laidley Creek — the fifth stage of works delivered in partnership with Healthy Land & Water as part of the Laidley Creek Restoration Plan.

Funded by PBPL, the works cleared and stabilised a one-kilometre stretch of highly degraded creek bank before replanting hundreds of native plants sourced from a local Lockyer Valley nursery. Funding includes extended maintenance to support establishment and long-term resilience.

This latest stage builds on work completed over a decades-long partnership with Healthy Land & Water in the Lockyer Valley which has, in total, rehabilitated 3.8km of degraded creek beds along Laidley Creek.



Completed stage 5 works along a section of Laidley Creek





2030 Goal

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

FY26 Focus Area Target

Deliver Whyte Island biodiversity project (cumulative 10ha) and assess in accordance with Queensland Herbarium (2015) BioCondition Assessment Manual

Progress: Achieved

Links to Material Topics

> Environment, biodiversity and nature

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.

Key initiatives

Whyte Island Rehabilitation Project

During the year we completed a three-year project to rehabilitate coastal port land located at Whyte Island — a key requirement of PBPL's Sustainability Linked Loan financing initiative. In FY26, we exceeded our focus area target of rehabilitating a cumulative 10 hectares of land, independently verified using the Queensland BioCondition Assessment Framework.

Over the full three-year project period, a total of 20.3 hectares of the ecologically important land has been rehabilitated to the Queensland Herbarium standards.

Throughout the three-year project, work was delivered with partners including BMT, Bulimba Creek Catchment Coordinating Committee, Tuff Yards and Wedge Tail solutions. Rehabilitation included planting 13,640 plants, removing weeds, fencing the site to prevent unauthorised access, and invasive pest control.

The project delivered key outcomes including increased habitat area, improved biodiversity with better support for plants, animals, and natural systems.

The works have also led to significant improvements to highly valuable migratory and shorebird habitat. Monitoring conducted in partnership with the Queensland Wader Study Group indicate higher shorebird numbers in the area.

Environmental monitoring program

Program	Key outcomes FY26
Migratory shorebirds	The Port of Brisbane continues to see significant numbers of migratory shorebirds. The Whyte Island high tide roosting site has shown an increase in bird numbers, in direct response to rehabilitation efforts in the area.
Seagrass	A significant reduction in local coverage was identified due to impacts from ex-Tropical Cyclone Alfred.
Marine plants	Marine plants in and adjacent to the Port of Brisbane continue to be in good health. Some areas of foreshore erosion identified which will continue to be monitored closely for ongoing impact.
Coral health	Ongoing effects from water quality impacts from the 2022 flood and 2025 severe weather event (ex-Tropical Cyclone Alfred) remain evident.
Nest box survey	Various bird and mammal species identified with high nest box usage. This program continues to demonstrate the value of buffer areas to locally important species.
Satellite turbidity (new program)	Early findings demonstrate that river flows from significant weather events are the main driver of turbidity in Brisbane River and Moreton Bay.
Sediment and sampling analysis	All dredged material determined as suitable for ocean placement [^] .
Biosecurity	No new invasive or introduced terrestrial species detected. The Suminoe Oyster was detected. This species was known to be in Brisbane River, Boggy Creek and Moreton Bay prior to the detection.

[^] Limited assurance by Deloitte

Seagrass

Our annual seagrass monitoring confirmed an expected retraction following the impacts of ex-Tropical Cyclone Alfred in March 2025. While the impacts were significant (a retraction from 16.7km² to 13.5km²), the retraction was less than previous flood events.

This year's monitoring also showed a long-term expansion of seagrass adjacent to Fisherman Islands over time. A specific assessment undertaken by ecologist, BMT, quantified the seagrass expansion from approximately 4km² in 1992 to more than 16km² in 2025.

BMT's assessment found that in the decades since the FPE was added to Fisherman Islands, more conducive conditions for seagrass growth have been established, partly by creating a buffer to Brisbane River and sediment inflows as well as calmer conditions.

Satellite derived turbidity monitoring

In FY26 we commenced a new environmental monitoring program designed to provide a greater understanding of turbidity associated with our dredging operations.

The initial phase of the program was to undertake a historical assessment of water quality based on satellite imagery and to compare and validate results with in-situ measurements.

The assessment found that rainfall is a major driver of turbidity in the Brisbane River and Moreton Bay. It found that small increases in turbidity often happen naturally, especially in areas close to the shore or inside estuaries, where fine sediments are easily stirred up.



Whyte Island rehabilitation project site

PARTNERSHIPS

Our 2030 Partnerships goal

Enable responsible growth

In this section:

- Customer partnerships
- Community partnerships
- Research and industry partnerships
- Engagement and education



RELEVANT UNSDGs





2030 Goal

90% customer satisfaction rating from Annual Pulse Check Survey

FY26 Focus Area Target

>85% customer satisfaction

Progress: **Achieved**

Links to Material Topics

> Strategic partnerships

Customer partnerships

Context

Port of Brisbane is a large port community of independent businesses operating across five precincts. Both PBPL and our customers have a shared, long-term interest in developing a sustainable and efficient port.

Our approach

Our customer relationships are built on trust, and we remain focused on understanding and supporting our customers' operational needs and future growth ambitions. We seek out opportunities to collaborate and add value to their businesses in a way that also supports 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 operational efficiency and supporting innovation.

We offer customers and stakeholders the opportunity to provide both informal and formal feedback including through their respective relationship manager or other key relationships, meetings, events, project-specific engagement and our annual Pulse Check Survey — encouraging feedback into what we are 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 share full year trade outcomes as well as an outlook for the year ahead with shipping line and trade customers. Held in July 2025 and sharing FY25 full year trade outcomes, this year's guest speaker, Martin Whetton from Westpac Institutional Bank, shared insights on global economics.

Safety 1 Forum

More than 200 attendees from across the port community came together to attend PBPL's Safety 1 Forum, exploring the theme of *Advancing Safety* with keynote speakers Matt Hall and Anton Guinea, who spoke about wellbeing, resilience and personal responsibility.

Each year, the Safety 1 Forum offers health, safety and wellbeing information and actionable ideas to support employees in their workplaces and personal lives.

Annual Pulse Check Survey

In November, 771 customers and key stakeholders were invited to participate in our annual Pulse Check Survey, with 128 providing feedback via an online survey and 25 participating via in-depth interviews. All online survey respondents self-identified their stakeholder group. Stakeholders and customers invited to participate in in-depth interviews had their stakeholder group pre-assigned to them. In total, 64 survey and in-depth interview respondents were classified as ‘customers’ by PBPL.

The survey remains an important point-in-time measure of customer and stakeholder satisfaction, and in FY26, 98%^ 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 107/120 and continues to be considered very strong. Verian’s Corporate Reputation Index is a validated, internationally recognised measure of stakeholder relationship strength, incorporating both rational and emotional dimensions. It is used as a key measure of stakeholder satisfaction in place of the Net Promoter Score (NPS). 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.

Participants told us they consider the most important issues facing Port of Brisbane to be shipping channel safety and capacity, energy transition/future energy needs and rail connectivity. They are most interested

to hear about future port planning and development, environmental management and initiatives, and trade performance. We continue to take this feedback onboard as part of our broader external communication and engagement efforts.

Landside Logistics Forum

Our Landside Logistics Forum (LLF) continues to provide an opportunity for customers, transport operators, industry stakeholders and government agencies to collaborate, discuss challenges and emerging issues. During the year, the LLF responded to emerging areas of interest by delivering a series of issue-specific forums.

This included a focused session on OSOM (over size, over mass) vehicles as well as a forum jointly delivered with the National Heavy Vehicle Regulator and Queensland Trucking Association to discuss heavy vehicle driver behaviour, particularly non-compliance issues with a focus on safety.

A further session focused on border control and biosecurity, with updates from the Australian Border Force Illegal Tobacco Taskforce, as well as the Australian Department of Primary Industries on its National Fire Ant Eradication Program.



Landside Logistics Forum quarterly meeting

Annual Pulse Check survey outcomes

	Nov 2023	Nov 2024	Nov 2025*
Stakeholders invited to participate	730	749	771
Respondents (response rate)	175 (24%)	149 (20%)	25 in-depth interviews (50%) 128 online surveys (10.4%)
Funds raised for PBPL's employee charity through the survey	\$8,750 Hummingbird House	\$7,450 MND & Me Foundation	\$7,650 Challenge DV
Corporate Reputation Index Score – PBPL total	103/120	101/120	107/120

* In FY26, our online survey was expanded to include the online survey as well as in-depth interviews with a smaller group of customers and key stakeholders (executive level). In FY24 and FY25, we conducted online surveys.

^ Limited assurance by Deloitte
All data current as at 30 June 2026.



Community partnerships

Context

The Port operates within a dynamic local and regional community that maintains a strong interest in our operations. Building and sustaining positive relationships and trust with the community is critical to maintaining and strengthening our social licence to operate and supporting future growth.

We have a proud history of supporting a diverse range of organisations that deliver important community and environmental initiatives across southeast and southern Queensland.

Our approach

The Community Consultative Committee (CCC) was established in 2002 to guide engagement efforts and provide a direct link with the local community. The Committee comprises representatives from business, community and environmental groups, and meets quarterly to share updates on future plans, and provides an avenue for community members to seek further information about port operations.

We support initiatives by local and regional organisations through our annual \$100,000 Community Grant Program, as well as those identified and awarded through our CCC. Additional support is provided to state-wide and national initiatives, and through long-term

partnerships with organisations such as The Smith Family, Crime Stoppers Queensland and Foodbank Queensland. Our employees also contribute to the community through our Volunteer Program and annual employee giving initiatives.

Key initiatives

Employee volunteering

During FY26, a total of 595[^] volunteering hours were completed by employees. To encourage participation, we sought to make the program as flexible as possible and identify opportunities for groups or business units to participate in during work hours.

This included expanding the program during the year to recognise informal volunteering that employees undertake within their community, such as parents or carers at their children's schools.

Multiple teams also participated in activities to support our local community partners, including Foodbank Queensland and BABI Inc.

[^] Limited assurance by Deloitte.

2030 Goal

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

FY26 Focus Area Target

Implement new community support initiative

Progress: **Achieved**

Links to Material Topics

> Community impact and engagement

> First Nations engagement

Community Grants

In August, we held an afternoon tea at OzFish Unlimited on Fisherman Islands to welcome our twelve new 2025/26 community grant recipients. With organisations represented from the Bayside to regional Queensland, it was an opportunity to connect with partners we have worked with previously and build relationships with new community partners.

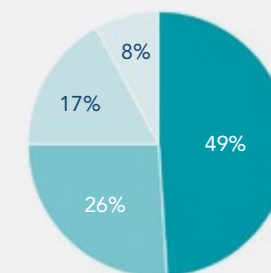
Employee giving

This year, a total of \$67,500 was raised for our 2025/26 employee charity, Challenge DV, a domestic violence prevention registered charity that partners with workplaces, businesses, schools and community organisations to empower safer, more inclusive environments for all.

Employees fundraised through initiatives including Containers for Change, scrap metal recycling, chocolate sales, raffles, BBQs and our employee giving program, as well as our Annual Pulse Check Survey. PBPL dollar matched funds raised by employees, contributing to a record amount of funds raised.

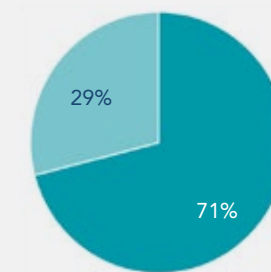
FY26 Community Grant recipients

Organisation	Initiative
FareShare	Preparing nutritious meals for people facing hardship.
Outback Rowing Australia	Sponsorship of the inaugural City Slickers Dash Regatta, raising funds for regional Queensland outreach.
Winnam Aboriginal and Torres Strait Islander Corporation	Recording the memories of Aboriginal and Torres Strait Islander residents of Georgina House, in a commemorative booklet.
Volunteer Marine Rescue, Bribie Island (now called MRQ Bribie Island)	Assistance to maintain fleet of safety vessels and upgrade facilities for full disability access.
Reconciliation Queensland	Sponsor of the 25 th Anniversary Reconciliation Queensland Gala Dinner.
Queensland Maritime Museum	Supporting the Pearling Lugger 'Penguin' restoration project.
Queensland Pioneer Steam Railway Co-operative	Supporting training workshops for disadvantaged adults and young people to work in the rail industry.
Point Lookout SLSC	Installation of electronic access system, integrated with CCTV to improve safety of young people in overnight accommodation.
Sails at Bayside	Provision of sailing and kayaking activities for at-risk youth and youth in out-of-home care.
Trek2Health	Construction of three environmentally sustainable surfboards through the Surf Shed initiative, involving youth from the QPS Youth Booyah program.
Wynnum Rugby Union Club	Supporting growth of the Club's women's and girls' program.
OzFish Unlimited	Supporting citizen science to identify remnant shellfish reefs in Moreton Bay. Providing new clip guns to support the manufacturing of Robust Oyster baskets.



Community welfare Education
Youth leadership Environment

Community Grant funding by key focus area (FY24-FY26)



Local grant recipients
Regional grant recipients

Local and regional community grants (FY24 - FY26)

All data current as at 30 June 2026.



Employee volunteering



Our 2025/26 Employee Charity, Challenge DV

Indigenous partnerships

Reconciliation Action Plan

PBPL remains committed to reconciliation and continued to progress our 'Innovate' Reconciliation Action Plan (RAP) during the year. This work is guided by our RAP Working Group, comprised of members from across our business that meet regularly throughout the year to progress RAP initiatives. In November we completed our 'Innovate' RAP and have commenced planning to develop our second 'Innovate' RAP.

Partnerships and engagement

During the year, we continued to strengthen relationships with First Nations organisations and Traditional Owner groups through ongoing and new partnership initiatives.

We also participated in the Gunya Meta Closing the Gap Careers Day in March, engaging with Indigenous secondary, TAFE and university students to share information about career opportunities at PBPL.

Our engagement has also included formal consultation as part of our proposed Channel Enhancement Project.

Cultural learning

Through our Cultural Safety Strategy, we have continued to develop additional cultural learning opportunities for employees.

During NAIDOC Week in July, all employees were encouraged to start or continue their cultural safety journey with a new cultural learning resource made available via our employee intranet and onboarding program. The module is designed to help

all employees build and improve skills and confidence to engage and communicate effectively with Aboriginal and Torres Strait Islander people, while also connecting employees with relevant support and increasing awareness of PBPL's vision for reconciliation, our Reconciliation Action Plan, and key initiatives, tools and resources. Employees were also invited to join a cultural awareness webinar during NAIDOC Week delivered by our partner, Evolve Communities.

As part of National Reconciliation Week, 70 employees participated in Yura Consultancy's *Walking and Learning on Country: Cultural Protocols in Practice* workshops, exploring cultural protocols, respectful Acknowledgement of Country practices and connection to Country.

The hands-on sessions supported participants to reflect, discuss and develop personalised Acknowledgements they could deliver with confidence.

Procurement and supplier diversity

Increasing spend with First Nations suppliers remains a key commitment under our Innovate RAP and we have strengthened engagement with Aboriginal and Torres Strait Islander-owned businesses and sought to build awareness of the benefits of supplier diversity across the business.

[Read the Sustainable Procurement focus area on page 50 for more detail.](#)

National Reconciliation Week

As part of National Reconciliation Week 2026, we hosted an employee event supporting cultural awareness and learning across the organisation.

Around 70 employees joined the event, which included a Welcome to Country by Quandamooka man, Matthew Burns, followed by a panel discussion with Aunty Merle Cashman and Kaitlin Lee from Yura Consulting, and Di Aylward, Principal of the Moreton Bay Environment Education Centre.

Our guests shared their perspectives and experiences, contributing to a conversation aligned with this year's theme, 'All In', focused on building and sustaining respectful relationships with Aboriginal and Torres Strait Islander peoples.

Port of Brisbane was also a sponsor of Reconciliation Queensland's 25th Anniversary Gala Dinner, with team members joining the evening's celebrations.

Quandamooka Jarjums

In October, we supported Quandamooka Jarjums Camp on Minjerribah (North Stradbroke Island) for the eleventh year. The Indigenous cultural immersion program hosted over 50 Year 6 students from Dunwich State School and other schools across the Bayside. Volunteers assisted with camp set-up, which was led by Dunwich State School, Minjerribah Moorgumpin Elders in Council and Yulu Burri Ba, and supported by PBPL, DP World Australia, Svitzer and WGA.

HIGHLIGHT

Here for the Future Fund

This year through Vision 2060, we established a new Here for the Future Fund, providing up to \$100,000 in funding per year for five years towards initiatives that support a positive legacy.

This year, two of the three projects directly align with our Reconciliation Action Plan, with the third supporting environmental research in Moreton Bay.

Quandamooka Festival

During the year, we partnered with event organisers, Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), to support performing artists as part of the 2025 Quandamooka Festival. The festival showcases the culture and arts of the Quandamooka People on Minjerribah.

Port of Brisbane Aboriginal and Torres Strait Islander Scholarship Fund

In November, we established a Port of Brisbane Aboriginal and Torres Strait Islander Scholarship Fund with The University of Queensland (UQ).

The fund supports up to eight First Nations students with their UQ studies during the 2026 academic year. It includes a \$40,000 contribution from PBPL, matched by UQ to increase its overall impact, with students able to apply for individual scholarships up to \$10,000. Applications and selection were administered by UQ.

Six students received funding in FY26, currently studying in disciplines including engineering, technology, education and science. Through UQ, PBPL has connected with several students, providing opportunities to engage through events, networking and other support, should the students wish to do so.

Green turtle health in Moreton Bay

A new partnership with Griffith University (GU) is proactively funding research that will seek to identify signs of nutritional stress in green turtles in Moreton Bay, following severe weather and other disturbances.

Formalised in June, the 18-month pilot project will be undertaken by GU researchers and aims to help inform long-term management of this species by relevant agencies.



National Reconciliation Week event



2030 Goal

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

FY26 Focus Area Target

Deliver on UQ partnership milestones

- Appoint PhD candidates
- Complete literature reviews

Progress: Not Achieved

Partnership was not progressed. Alternative delivery mechanism under investigation.

Links to Material Topics

> Strategic 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 port and logistics industry groups, as well as sectors relevant to our operations.

Key initiatives

Whale research partnership

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. To date, there have been no reported whale strikes from commercial vessels in the Port's shipping channel; research identifies that recreational boats present the greatest strike risk. The project aims to quantify the risk of ship strike to humpback whales in Moreton Bay and predict the impact of chronic disturbance to nursing calves. The research builds on pilot findings identifying Moreton Bay as a resting area for migrating humpback whales.

In FY26, the collaborative research built on previous year's research, including development of a Moreton Bay Agent Based Model to predict whale behaviour responses to nearby vessels. Modelling inputs included whale movement logic, modelled vessel agents, disturbance rules and likely whale behaviours, while field surveys included the use of camera tags to document and understand whale behaviours. This captured the first known underwater video footage of humpback whale calves nursing.

Cruise industry partnerships

We continue to support the growth of Australia's cruise industry as a member of the Australian Cruise Association (ACA), with a PBPL Executive currently serving as Chair. This year, we contributed to the development of the ACA's Strategic Action Plan which aims to seek policy reform, infrastructure investment and sustainable growth in Australia's cruise tourism sector.

In April, PBPL representatives travelled with the ACA, as well as partners including Tourism & Events Queensland, to attend Seatrade Cruise Global in Miami, United States of America. As part of the visit, we met with existing and potential new cruise line customers as part of broader efforts to attract more cruise line calls to the Brisbane International Cruise Terminal.

Marine traineeship program

Last year, we commenced a marine traineeship program supported by a grant from Maritime Safety Queensland. The two-year program is designed to support two 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. Both trainees are now in year two of the program, which incorporates formal study, mentoring and on-the-job training.

R&D project with iMOVE Australia

In October, we commenced a new research project to design a framework and operational requirements within a digital twin, to simulate autonomous short-haul container transfers at the Port of Brisbane.

With freight volumes growing and a declining truck driver workforce, the research collaboration is exploring how low/zero-emission autonomous vehicles could support container movements between our Brisbane Multimodal Terminal, DP World, Patrick Terminal and Qube's empty park.

Throughout the year, work progressed to include customer site visits and meeting with drivers to learn more about driver behaviour, decision making and safety considerations, while QUT researchers have built a 3D map of key transfer routes within the port.

Strengthening regional partnerships

We have strengthened our relationship with the Toowoomba Surat Basin Enterprise (TSBE), becoming a Diamond Partner.

During the year, we have worked collaboratively with TSBE to advocate for improved freight connectivity between the Port of Brisbane and the region, particularly supporting agricultural and resource exporters along with OSOM (over size, over mass) cargo imports connected to renewable energy projects, vital to the Queensland economy and regional communities.

HIGHLIGHT



Marine Careers Open Day

In May, over 300 students, parents, teachers and career advisors attended a Maritime Careers Open Day hosted at the Port of Brisbane to explore career pathways in maritime.

Delivered through the Maritime Industry Careers Group comprising the Port of Brisbane, local river-based

maritime businesses and industry, government and union stakeholders, the open day provided a unique platform to promote maritime career pathways, both on-water and onshore. Australian Commercial Vessel Operators Association (ACVOA) was a key partner of the event. More than 30 industry partners provided hands-on displays and information stands and joined panel discussions sharing their experiences of working in the industry.



At Miami Seatrade with the Australian Cruise Association



2030 Goal

5% year on year increase (FY19 baseline) in PBPL engagements with educational institutions (98 groups)

FY26 Focus Area Target

80 interactions with educational groups

Progress: **Achieved**

Links to Material Topics

> Community impact and engagement

Engagement and education

Context

The Port of Brisbane makes a substantial contribution to Queensland's economy and supports thousands of jobs across the supply chain in a diverse range of industries.

Through our education and engagement programs, we aim to increase awareness of the Port's role in the economy and supply chain, our operations and how we responsibly manage the surrounding environment.

Our approach

We have established ongoing partnerships with the EcoMarines Foundation and the Moreton Bay Environmental Education Centre (MBEEC), to support their environmental education initiatives and connect with a broad network of schools and students across South East Queensland. This focused approach enables engagement with the community through port tours and school visits, supporting the delivery of our Education and Engagement 2030 focus area goal.

We also undertake targeted engagement with vocational education providers, particularly for students exploring career or skills pathways relevant to the ports and logistics sector. Port tours are available for the public, who can also visit environmental sites such as the Shorebird Roost and the 'Lake' for birdwatching.

Key initiatives

Eco-educational partnerships

In FY26, we connected with more than 2,631 students through 110[^] engagements with educational institutions, exceeding the FY26 focus area target of 80 activities. At PBPL, multiple tours or engagements with the same education group are recorded as separate interactions.

During the year, MBEEC facilitated 62 student group engagements and EcoMarines Foundation hosted an Adventure Day for 34 schools at Tangalooma Island Resort, along with four Making Waves events at Nudgee Beach, Karawatha Discovery Centre and Ipswich Queens Park Environmental Education Centre, where PBPL employees joined to provide students with an opportunity to learn more about port operations and our environmental management activities.

[^] Limited assurance by Deloitte.

PBPL Explorer Tours

PBPL's Explorer Tours provide school, community and industry groups with guided access around the Port and information on our business. Tours are open to the public and hosted during the Queensland school holidays. During FY26, we welcomed 37 school, 25 community and 31 industry tours.

Brisbane Open House

Each year, we participate in Brisbane Open House — the city's major public event which celebrates the city's buildings and places — by opening the doors to the Port Office and hosting port tours.

In July 2025, we welcomed 225 visitors to the Port Office and hosted more than 100 visitors on port tours, alongside our customers Svitzer Brisbane Tug Base and Patrick Terminals.

More than 750 visitors explored the three port locations during the city-wide event.



Eco Marines Foundation Making Waves event



Brisbane Open House

RV Investigator

In November, we welcomed CSIRO's *Investigator*, Australia's advanced ocean research vessel, to the Brisbane International Cruise Terminal for a public open day.

Hosted in partnership with CSIRO and World Science Festival Brisbane/ Queensland Museum, hundreds of Brisbane locals explored the state-of-the-art ship, learning about its critical role in understanding our oceans and marine environments.



CSIRO's RV Investigator



Moreton Bay Environmental Education Centre

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
AASB S2	The Australian Sustainability Reporting Standard (ASRS) requires an entity to disclose information about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term. https://standards.aasb.gov.au/aasb-s2-sep-2024
BioCondition Assessment Framework	The BioCondition Assessment Framework was developed in Queensland for the purpose of evaluating ecosystem functioning for biodiversity values. The framework contains a site-based and landscape-based assessment using quantitative measures which are compared with benchmark values. Successful rehabilitation results in progressive improvements in ecosystem condition and biodiversity values, which can be objectively measured and demonstrated through comparison with benchmark ecosystem attributes within the BioCondition framework. https://wetlandinfo.detsi.qld.gov.au/wetlands/resources/tools/assessment-search-tool/biocondition-assessment-framework/
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
Channel Enhancement Project (CEP)	The CEP is a proposed long-term plan designed to ensure Brisbane's shipping channel network remains safe, efficient and capable of supporting larger, modern vessels into the future.
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
Community funding	The total monetary value (\$AUD) of funding provided by PBPL to community organisations and initiatives. This includes expenditure associated with the Community Grants Program, Community Consultative Committees, and Community Sponsorships.
Container rail trade	The percentage of container rail trade represents the proportion of containerised trade transported by rail through PBPL, expressed as a percentage of total containerised trade transported by all modes.

Term	Definition
CRROs	Climate-related risks refers to the potential negative effects of climate change on an entity. These risks are categorised as climate-related physical risks and climate related transition risks. Climate-related opportunities refers to the potential positive effects arising from climate change for an entity. Efforts to mitigate and adapt to climate change can produce climate-related opportunities for an entity. https://standards.aasb.gov.au/sites/default/files/2025-01/AASBS2_09-24.pdf
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.
Customer Satisfaction Score	The percentage of customer respondents to PBPL's Annual Pulse Check Survey and in-depth interviews who rate their overall satisfaction with PBPL as 6 or higher on a 0–10 scale, where 0 is "extremely dissatisfied" and 10 is "extremely satisfied". For this metric, customers are defined as paying customers or significant users of port infrastructure who rely on the Port of Brisbane to conduct their business activities.
Decarbonisation	Refers to the global energy sector's shift from high CO ₂ emission fossil fuel-based systems of energy production and consumption (such as oil, natural gas, and coal) to low or zero CO ₂ emission renewable energy sources.
Dredged material determined as suitable for ocean placement	Dredged material is considered suitable for ocean placement (i.e. suitable for unconfined placement at sea) when assessment undertaken in accordance with the National Assessment Guidelines for Dredging (NAGD) determines that sediment quality is chemically acceptable for ocean disposal.
Employee volunteering (hours)	Total number of hours that PBPL employees participate in volunteering activities including volunteering activities organised by PBPL as well as employee-initiated volunteering undertaken independently of PBPL-organised events and endorsed by PBPL.
Engagements with educational institutions	Total number of PBPL engagements with educational institutions for the purposes of increasing awareness and understanding about the Port's operations and projects.
Gender Pay Gap	The difference between the average or median remuneration of women and men, expressed as a percentage of men's remuneration, as calculated by the Workplace Gender Equality Agency (WGEA).
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/
HVO	Hydrotreated Vegetable Oil — a renewable diesel fuel produced from waste vegetable oils, used cooking oils and animal fats through a hydrogen treatment process. It is a lower-emissions alternative to conventional diesel and can often be used in existing diesel engines without modification.
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

Term	Definition
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 organisations to provide safe and healthy workplaces by preventing work-related injury and ill health, as well as by proactively improving its OH&S performance. https://www.iso.org/standard/63787.html
ISO 55000:2024	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/83053.html
Leadership behaviour reports	The number of proactive actions taken by the 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.
Lost time injuries (LTIs)	Lost Time Injuries (LTIs) is defined as any injury or illness that results in a fatality, permanent disability or time lost from work of one day/shift or more, after the day on which the injury or illness occurred.
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.
Nonlinear Channel Optimisation 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.
OSOM	An over size over mass (OSOM) vehicle is a heavy vehicle that is carrying, or specially designed to carry, a large indivisible item.
PPA	Power Purchase Agreement. A long-term contract under which an organisation agrees to purchase electricity, typically renewable energy, from a specific energy generator at an agreed price.
Quay line	A structure alongside the water that is used to moor, load or unload vessels. Collectively, Port of Brisbane properties host 27 operating berths across approximately eight 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.

Term	Definition
SBTi	The Science Based Targets initiative (SBTi) is a corporate climate action organisation that develops the standards, tools, and guidance which enable companies to take credible, science-based climate action. https://sciencebasedtargets.org/
STCW	The Standards of Training, Certification and Watchkeeping (STCW) for Seafarers 1978 sets the standards of competence and certification for seafarers internationally. https://www.amsa.gov.au/qualifications-training/training-organisations/stcw-training-and-assessment-quality-standards-and
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.
Significant location of operations	Significant locations of operations is defined as the Port of Brisbane, Queensland, encompassing PBPL's core operational sites, port facilities, and marine vessels primarily based and managed from the port.
tCO₂e	Tonnes of carbon dioxide equivalent.
TEU	Twenty-foot equivalent unit — a unit of cargo capacity.
TACC	Technical Advisory and 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.
Total energy consumed	The total amount of energy consumed by PBPL including energy from fuels, purchased electricity, heating, cooling and steam.
Total trade	The total tonnage of all commodities imported and exported through PBPL.
TSHD	Trailing suction hopper dredger. PBPL's dredge vessel, the TSHD <i>Brisbane</i> 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/
VEN	Virtual Energy Network — a digital platform that enables PBPL to virtually 'share' excess solar power generated by PBPL and tenants between various participating sites.
Waste	Waste includes anything that PBPL discards, intends to discard, or is required to discard
WGEA	The Australian Government statutory agency responsible for promoting and improving gender equality in workplaces.

Data summary

All data current as at 30 June 2026.

People						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
Employees	GRI 2: General Disclosures 2021 – 2-7	Total number of employees	Headcount	232	251	259
		Males	Headcount	159	164	171 [^]
		Females	Headcount	73	87	88 [^]
		Total number of				
		Permanent employees	Headcount	217	231	235[^]
		Males	Headcount	146	151	155 [^]
		Females	Headcount	71	80	80 [^]
		Temporary employees	Headcount	2	2	4[^]
		Males	Headcount	2	2	2 [^]
		Females	Headcount	0	0	2 [^]
		Non-guaranteed hours (casual) employees	Headcount	13	18	20[^]
		Males	Headcount	11	11	14 [^]
		Females	Headcount	2	7	6 [^]
		Full-time employees	Headcount	206	224	229[^]
		Males	Headcount	146	152	156 [^]
		Females	Headcount	60	72	73 [^]
		Part-time employees	Headcount	13	9	10[^]
		Males	Headcount	2	1	1 [^]
		Females	Headcount	11	8	9 [^]

[^] Limited assurance by Deloitte.

People							
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Annual total compensation ratio	GRI 2: General Disclosures 2021 – 2-21	Ratio of the annual total compensation for the highest-paid individual to the median annual total compensation for all employees	Ratio	N/A	N/A	13.51	Metric not reported in prior years
		Ratio of the percentage increase in annual total compensation for the highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	Ratio	N/A	N/A	9.548	
Compliance with laws and regulations	GRI 2: General Disclosures 2021 – 2-27	Significant instances of non-compliance with laws and regulation	Number	0	0	0	
		Instances for which fines were incurred	Number	0	0	0	
		Instances for which non-monetary sanctions were incurred	Number	0	0	0	
		Fines for instances of non-compliance with laws and regulations that were paid	Number	0	0	0	
			AUD\$	\$0	\$0	\$0	
		Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period	Number	0	0	0	
			AUD\$	\$0	\$0	0	
		Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods	Number	0	0	0	
			AUD\$	\$0	\$0	\$0	
Collective bargaining agreements	GRI 2: General Disclosures 2021 – 2-30	Employees covered by collective bargaining agreements	Number	126	125	126	
			Percentage	54%	50%	49%	
Ratios of standard entry level wage by gender compared to local minimum wage	GRI 202: Market Presence 2016 – 202-1	Ratio of the entry level wage by gender at significant locations of operation to the minimum wage, when a significant proportion of employees are compensated based on wages subject to minimum wage rules					
		Males	Ratio	127%	127.5%	127%^	Entry-level wage rates are not differentiated by gender within PBPL hence, the ratio has been calculated using the same basis for male and female employees.
		Females	Ratio	127%	127.5%	127%^	

^ Limited assurance by Deloitte

People						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
Proportion of senior management hired from the local community	GRI 202: Market Presence 2016 – 202-2	Percentage of senior management at significant locations of operation that are hired from the local community	Number	24	36	34
			Percentage	100%	92%	94%^
New employee hires and employee turnover	GRI 401: Employment 2016 – 401-1	Number of new employee hires				
		Total	Headcount	57	48	43^
		Male	Headcount	39	27	27
		Female	Headcount	18	21	16
		Under 30	Headcount	10	11	11
		30 – 50	Headcount	34	29	24
		Over 50	Headcount	13	8	8
		Rate of new employee hires				
		Male Under 30	Rate	N/A	N/A	42%
		Female Under 30	Rate	N/A	N/A	43%
		Male 30 – 50	Rate	N/A	N/A	19%
		Female 30 – 50	Rate	N/A	N/A	13%
		Male Over 50	Rate	N/A	N/A	6%
		Female Over 50	Rate	N/A	N/A	15%
		Number of employee turnover				
		Total	Headcount	33	32	35
		Male	Headcount	23	24	20
		Female	Headcount	10	8	15
		Under 30	Headcount	0	4	5
		30 – 50	Headcount	15	14	18
		Over 50	Headcount	18	14	12

^ Limited assurance by Deloitte

People						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
New employee hires and employee turnover (continued)		Rate of employee turnover				
		Total	Rate	N/A	N/A	13.5%^
		Male Under 30	Rate	N/A	N/A	25%
		Female Under 30	Rate	N/A	N/A	14%
		Male 30 – 50	Rate	N/A	N/A	11%
		Female 30 – 50	Rate	N/A	N/A	17%
		Male Over 50	Rate	N/A	N/A	11%
		Female Over 50	Rate	N/A	N/A	19%
Parental leave	GRI 401: Employment 2016 – 401-3	Employees that were entitled to parental leave	Headcount	220	233	241^
		Male	Headcount	148	153	159
		Female	Headcount	72	80	82
		Employees that took parental leave	Headcount	4	10	18^
		Male	Headcount	1	6	12
		Female	Headcount	3	4	6
		Employees that returned to work after parental leave ended	Headcount	2	6	13
		Male	Headcount	1	5	10
		Female	Headcount	1	1	3
		Employees returning to work after parental leave ended that were still employed 12 months after their return to work	Headcount	5	2	6
		Male	Headcount	1	1	5
		Female	Headcount	4	1	1

^ Limited assurance by Deloitte

People							
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Parental leave (continued)		Return to work rates of employees that took parental leave					
		Male	Percentage	100%	100%	100%	Return to Work rate is calculated as the total number of employees that returned to work after parental leave divided by the total number of employees due to return to work after taking parental leave
		Female	Percentage	100%	100%	75%	
		Retention rates of employees that took parental leave					
		Male	Percentage	100%	100%	100%	
		Female	Percentage	100%	100%	100%	
Workers covered by an occupational health and safety management system	GRI 403: Occupational health and safety – 403-8	Employees who are covered by an occupational health and safety management system that has been internally audited and audited or certified by an external party	Headcount	N/A	N/A	259	Metric not reported in prior years
			Percentage	N/A	N/A	100	
Employees work-related injuries	GRI 403: Occupational health and safety – 403-9	Fatalities as a result of work-related injury	Number	N/A	N/A	0	Metric not reported in prior years
			Rate	N/A	N/A	0	
		High-consequence work-related injuries (excluding fatalities)	Number	N/A	N/A	0	
			Rate	N/A	N/A	0	
		Recordable work-related injuries	Number	N/A	N/A	7	
			Rate	N/A	N/A	17.92	
		Hours worked	Hours	N/A	N/A	390,661.76	
Employees work-related ill health	GRI 403: Occupational health and safety – 403-10	Fatalities as a result of work-related ill health	Number	N/A	N/A	0	Metric not reported in prior years
		Recordable work-related ill health	Number	N/A	N/A	1	

[^] Limited assurance by Deloitte

People						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
Average hours of training per year per employee	GRI 404: Training and education – 404-1	Average annual hours of employee training		37.8	32.0	26.2^
		Male	Hours	39.0	35.2	26.7
		Female	Hours	35.2	26.2	25.2
		Executive	Hours	51	53.7	25.3
		Senior Manager	Hours	41	37.8	27.3
		Manager	Hours	56	33.2	27.1
		Professional	Hours	27	26.7	23.2
		Operational	Hours	38	31.2	29.6
		Administrative	Hours	16	16.3	18.5
Percentage of employees receiving regular performance and career development reviews	GRI 404: Training and education – 404-3	Employees who received a regular performance and career development review				
		Total	Percentage	N/A	N/A	83%^ Metric not reported in prior years
		Male	Percentage	N/A	N/A	82% Refer to GRI Context Index for more information on calculation boundary
		Female	Percentage	N/A	N/A	83%
		Executive	Percentage	N/A	N/A	89%
		Senior Manager	Percentage	N/A	N/A	96%
		Manager	Percentage	N/A	N/A	94%
		Professional	Percentage	N/A	N/A	88%
		Operational	Percentage	N/A	N/A	71%
		Administrative	Percentage	N/A	N/A	88%

^ Limited assurance by Deloitte

People						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
Diversity of governance bodies and employees	GRI 405: Diversity and equal opportunity – 405-1	Number and percentage of individuals within governance bodies (Executive Leadership Team and Board)				
		Total	Headcount	17	17	17
		Male	Headcount	13	13	13
		Female	Headcount	4	4	4
		Male	Percentage	76%	76%	76%^
		Female	Percentage	24%	24%	24%^
		Under 30	Percentage	0%	0%	0%
		30 - 50	Percentage	53%	53%	59%
		Over 50	Percentage	47%	47%	41%
		Percentage of employees within employee category				
		Male Executive	Percentage	80%	80%	78%
		Female Executive	Percentage	20%	20%	22%
		Male Senior Manager	Percentage	85%	72%	78%
		Female Senior Manager	Percentage	15%	28%	22%
		Male Manager	Percentage	70%	61%	56%
		Female Manager	Percentage	30%	39%	44%
		Male Professional	Percentage	56%	58%	56%
		Female Professional	Percentage	44%	42%	44%
		Male Operational	Percentage	84%	77%	82%
		Female Operational	Percentage	16%	23%	18%
		Male Administrative	Percentage	8%	7%	6%
		Female Administrative	Percentage	92%	93%	94%

^ Limited assurance by Deloitte

People

Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Diversity of governance bodies and employees (continued)		Under 30					
		Executive	Percentage	0%	0%	0%	
		Senior Manager	Percentage	0%	0%	0%	
		Manager	Percentage	0%	0%	0%	
		Professional	Percentage	16%	14%	11%	
		Operational	Percentage	9%	10%	13%	
		Administrative	Percentage	8%	20%	19%	
		30-50					
		Executive	Percentage	55%	70%	67%	
		Senior Manager	Percentage	83%	62%	63%	
		Manager	Percentage	79%	50%	50%	
		Professional	Percentage	60%	67%	68%	
		Operational	Percentage	48%	47%	42%	
		Administrative	Percentage	42%	40%	44%	
		Over 50					
		Executive	Percentage	45%	30%	33%	
		Senior Manager	Percentage	17%	38%	37%	
		Manager	Percentage	21%	50%	50%	
		Professional	Percentage	24%	67%	21%	
		Operational	Percentage	43%	47%	45%	
		Administrative	Percentage	50%	40%	37%	

[^] Limited assurance by Deloitte

People							
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Ratio of basic salary and remuneration of women to men	GRI 405: Diversity and equal opportunity - 405-2	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	Ratio	0.8	0.82	0.82	
Operations assessed for risks related to corruption	GRI 205: Anti-corruption 2016 – 205-1	Operations assessed for risks related to corruption	Number	N/A	N/A	11	Metric not reported in prior years
			Percentage	N/A	N/A	100%	
Confirmed incidents of corruption and actions taken	GRI 205: Anti-corruption 2016 – 205-3	Confirmed incidents of corruption	Number	0	0	0	
		Confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	0	0	
		Confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0	
Communication and training about anti-corruption policies and procedures	GRI 205: Anti-corruption 2016 – 205-2	Governance body members that anti-corruption policies and procedures have been communicated to and have received training					
		Number	Headcount	N/A	N/A	17	Metric not reported in prior years
		Percentage	Percentage	N/A	N/A	100%	

People

Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Communication and training about anti-corruption policies and procedures (continued)	GRI 205: Anti-corruption 2016 – 205-2	Employees that anti-corruption policies and procedures have been communicated to and have received training					
		Executive	Headcount	N/A	N/A	4	Metric not reported in prior years
		Senior Manager	Headcount	N/A	N/A	24	
		Manager	Headcount	N/A	N/A	16	
		Professional	Headcount	N/A	N/A	84	
		Operational	Headcount	N/A	N/A	77	
		Administrative	Headcount	N/A	N/A	14	
		Executive	Percentage	N/A	N/A	100%	
		Senior Manager	Percentage	N/A	N/A	100%	
		Manager	Percentage	N/A	N/A	100%	
		Professional	Percentage	N/A	N/A	100%	
		Operational	Percentage	N/A	N/A	100%	
		Administrative	Percentage	N/A	N/A	100%	

Prosperity

Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Proportion of spending on local suppliers	GRI 204: Procurement Practices 2016 – 204-1	Procurement budget spent on suppliers local to significant operation	Percentage	N/A	N/A	70%	Metric not reported in prior years
Substantiated complaints concerning breaches of customer privacy and losses of customer data	GRI 418: Customer privacy	Substantiated complaints received concerning breaches of customer privacy	Number	0	0	0	
		Complaints received from outside organisations and substantiated	Number	0	0	0	
		Complaints from regulatory bodies	Number	0	0	0	
		Identified leaks, thefts, or losses of customer data	Number	0	0	0	

Planet

Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Energy consumption within PBPL	GRI 302: Energy – 302-1	Total fuel consumption from non-renewable sources	GJ	114,040	123,115	102,236	
		Diesel	GJ	21,080	258	380	
		Carbon Neutral Diesel	GJ	91,398	121,231	99,190	
		Unleaded	GJ	390	425	479	
		Carbon Neutral Unleaded	GJ	47	111	68	
		Electricity	GJ	451	345	661	
		Oils and Greases	GJ	674	745	1,458	
		Total fuel consumption from renewable sources	GJ	23,895	21,398	20,106	
		Onsite Solar	GJ	5,040	3,752	5,326	
		PPA Electricity	GJ	18,855	17,646	14,780	

Planet							
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Energy consumption within PBPL (continued)		Total energy consumption	GJ	137,935	144,513	122,342^	
		Total energy sold	GJ	0	0	0	
Energy intensity	GRI 302: Energy – 302-3	Energy intensity ratio	Ratio	N/A	N/A	78:1	Metric not reported in prior years
Reduction of energy consumption	GRI 302: Energy – 302-4	Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples	GJ	N/A	N/A	1,187	Metric not reported in prior years
Water withdrawal	GRI 303: Water and effluents – 303-3	Total water withdrawal from all areas	ML			1,617.3^	
		Surface water	ML	N/A	N/A	0.5	Metric not reported in prior years Surface water comprises of rainwater that is collected through rainwater tanks in the Port Office and BICT. Rainwater collected in tanks are not currently measured.
		Seawater	ML	N/A	N/A	1,271	Metric not reported in prior years
		Third-party water	ML	N/A	N/A	345.8	
		Total water withdrawal from all areas with water stress	ML			0	
		Surface water	ML	N/A	N/A	0	Metric not reported in prior years
		Groundwater	ML	N/A	N/A	0	
		Seawater	ML	N/A	N/A	0	

^ Limited assurance by Deloitte

Planet							
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Water withdrawal (continued)		Third-party water	ML	N/A	N/A	0	Metric not reported in prior years
		A breakdown of total water withdrawal from all areas	ML			1,617.3[^]	
		Freshwater (≤1,000 mg/L Total Dissolved Solids)	ML	N/A	N/A	346.3	Metric not reported in prior years
		Other water (>1,000 mg/L Total Dissolved Solids)	ML	N/A	N/A	1,271	
Water discharge	GRI 303: Water and effluents – 303-4	Total water discharge to all areas	ML			1,616.8	
		Surface water	ML	N/A	N/A	0.5	Metric not reported in prior years
		Seawater	ML	N/A	N/A	1,271	Metric not reported in prior years All seawater used for pumping dredged material is discharged to the receiving environment
		Third-party water	ML	N/A	N/A	345.3	Metric not reported in prior years
		A breakdown of total water discharge to all areas	ML			1,616.8	
		Freshwater (≤1,000 mg/L Total Dissolved Solids)	ML	N/A	N/A	345.8	Metric not reported in prior years
		Other water (>1,000 mg/L Total Dissolved Solids)	ML	N/A	N/A	1,271	
		Number of incidents of non-compliance with discharge limits				0	
		The number of incidents of non-compliance with discharge limits	Number	N/A	N/A	0	
Water consumption	GRI 303: Water and effluents – 303-5	Total water consumption from all areas	ML	N/A	N/A	0.5[^]	Metric not reported in line with GRI in prior years
		Total water consumption from all areas with water stress	ML	N/A	N/A	0	Consumption was consistently calculated using an average 10% consumption factor based on information provided by our water supplier

[^] Limited assurance by Deloitte

Planet						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
Direct (scope 1) GHG emissions	GRI 305: Emissions – 305-1	Gross direct (Scope 1) GHG emissions	tCO2e	7,957	8,599	7,066 ^{^^}
Energy indirect (Scope 2) GHG emissions	GRI 305: Emissions – 305-2	Gross location-based energy indirect (Scope 2) GHG emissions	tCO2e	4,344	3,548	2,874 ^{^^}
		Gross market-based energy indirect (Scope 2) GHG emissions	tCO2e	0	0	0 ^{^^}
Other indirect (Scope 3) GHG emissions	GRI 305: Emissions – 305-3	Gross other indirect (Scope 3) GHG emissions	tCO2e	495,247	544,070	540,348
GHG emissions intensity	GRI 305: Emissions – 305-4	GHG emissions intensity ratio	Ratio	35:1	35:1	28:1 Metric not reported in prior years, however, FY24 and 25 comparatives have been retrospectively calculated and presented in FY26 for the first time. GHG emission ratio is calculated using combined scope 1 and 2 (market-based) emissions and using Headcount as a denominator
Reduction of GHG emissions	GRI 305: Emissions – 305-5	GHG emissions reduced as a direct result of reduction initiatives	tCO2e	2,893	0	1,513
Waste generated	GRI 306: Waste 2020 – 306-3	Total weight of waste generated (including waste to landfill and waste diverted from landfill)	Tonnes	151.6	197.3	125.2[^]
		To landfill	Tonnes	72	112.4	51
		Hazardous waste	Tonnes	0	0	0
		Metal recycled	Tonnes	9.1	10.4	7.8
		Recycling	Tonnes	59.5	69.5	55.9
		Upcycling	Tonnes	5.1	0.9	0.4
		Adhoc recycling	Tonnes	5.9	4.1	10.1

[^] Limited assurance by Deloitte

^{^^} Reasonable assurance by Deloitte

Planet						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
Waste diverted from disposal	GRI 306: Waste 2020 – 306-4	Total weight of waste diverted from disposal (non-hazardous)	Tonnes	79.6	84.9	74.2
		Metal recycled	Tonnes	9.1	10.4	7.8
		Recycling	Tonnes	59.5	69.5	55.9
		Upcycling	Tonnes	5.1	0.9	0.4
		Adhoc recycling	Tonnes	5.9	4.1	10.1
		Total weight of hazardous waste diverted from disposal	Tonnes	0	0	0
		Total weight of hazardous and non-hazardous waste diverted from disposal	Tonnes	79.6	84.9	74.2^
		Onsite hazardous waste	Tonnes	0	0	0
		Onsite non-hazardous waste	Tonnes	5.1	0.9	0.4
		Recycling	Tonnes	0	0	0
		Upcycling	Tonnes	5.1	0.9	0.4
		Other recovery / reuse	Tonnes	0	0	0
		Offsite hazardous waste	Tonnes	0	0	0
		Offsite non-hazardous waste	Tonnes	74.5	84	73.8
		Recycling	Tonnes	74.5	84	73.8
		Upcycling	Tonnes	0	0	0
		Other recovery / reuse	Tonnes	0	0	0

^ Limited assurance by Deloitte

Planet						
Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26 Notes
Waste directed to disposal	GRI 306: Waste 2020 – 306-5	Total weight of waste directed to disposal	Tonnes	72	112.4	51^
		Total weight of hazardous waste directed to disposal	Tonnes	0	0	0
		Total weight of non-hazardous waste directed to disposal	Tonnes	72	112.4	51
		Incineration (with energy recovery)	Tonnes	0	0	0
		Incineration (without energy recovery)	Tonnes	0	0	0
		Landfilling	Tonnes	72	112.4	51
		Other disposal operations	Tonnes	0	0	0
Biodiversity impact	GRI 101: Management of biodiversity impact – 101-2	The size of the area restored or rehabilitated	Hectares	N/A	N/A	59.2 Metric not reported in prior years
		The size of the area under restoration or rehabilitation	Hectares	N/A	N/A	0
Locations with biodiversity impacts	GRI 101: Biodiversity – 101-5	Size of sites with the most significant impacts on biodiversity	Hectares	N/A	N/A	1,870 Metric not reported in prior years
Direct drivers of biodiversity loss	GRI 101: Biodiversity – 101-6	For each site a where its activities lead or could lead to land and sea use change:				
		Natural ecosystem converted since a cut-off or reference date	Hectares	N/A	N/A	9.95 Metric not reported in prior years. Reference date is 2010
		Land and sea converted from one intensively used or modified ecosystem to another	Hectares	N/A	N/A	0 Metric not reported in prior years
		For each site reported where its activities lead or could lead to the exploitation of natural resources:				
		Quantity of each wild species harvested	Number	N/A	N/A	0 Metric not reported in prior years
		Water withdrawals	KL	N/A	N/A	1,630,920
		Water consumption	KL	N/A	N/A	504
		For each site, quantity of pollutant generated	Number	N/A	N/A	0

^ Limited assurance by Deloitte

Planet

Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Changes to the state of biodiversity	GRI 101: Biodiversity – 101-7	For each site, the ecosystem size for the base year	Hectares	N/A	N/A	1,870	Metric not reported in prior years
Financial implications and other risks and opportunities due to climate change	GRI 201: Economic performance – 201-2	The costs of actions taken to manage climate-related risk or opportunity	AUD\$ million	N/A	N/A	33	Metric not reported in prior years

Partnership

Area	GRI Disclosure	Metric	Unit	FY24	FY25	FY26	Notes
Operations with local community engagement, impact assessments and development programs	GRI 413: Local communities – 413-1	Percentage of operations with implemented local community engagement	Percentage	N/A	N/A	100%	Metric not reported in prior years

GRI content index

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI: Foundation					
GRI 2: General disclosures 2021					
The organisation and its reporting practices	2-1	Organisational details	3	Refer to About this Report.	
	2-2	Entities included in the organisation's sustainability reporting	3	Refer to About this Report.	
	2-3	Reporting period, frequency and contact point	3, Outside back cover	Refer to About this Report.	
	2-4	Restatements of information	58	The following FY24 and FY25 comparative information has been restated: - FY24 and FY25 Scope 2 (location based) emissions and GJ of PPA electricity consumed have been restated from prior year reports due to a meter error at one site identified during the FY26 period. - FY24 and FY25 scope 2 (market-based) emissions have been restated using the NGA Voluntary Market Based Scope 2 Emission Guidelines	
	2-5	External assurance	113	Refer to Deloitte's Independent Assurance Report.	
Activities and workers	2-6	Activities, value chain and other business relationships	8–10, throughout	Throughout.	
	2-7	Employees	82	PBPL report the number of employees as headcount at the end of the reporting period. There have been no significant fluctuations in the headcount of employees during the reporting period and between the prior year reporting period. PBPL uses the definitions provided in the Fair Work Act 2009 to define full-time, part-time, permanent, temporary and casual employees. Refer Data summary table.	
	2-8	Workers who are not employees	N/A	PBPL continues to explore an appropriate mechanism to measure and report against this requirement.	Information unavailable.
Governance	2-9	Governance structure and composition	11	The Board of Directors (Board) is PBPL's highest governance body. Information about Board Committees is within the Sustainability Governance section. The Board is comprised of 8 non-executive directors. IFM, QIC and La Caisse have each nominated two directors to the Board. ADIA has also nominated a director to the Board. The Chair is an independent non-executive director. Membership of each Board committee comprises the Chair and some directors. The Board as at 30 June 2026 comprised 6 male and 2 female directors. Director tenure ranges from 0 to 5.5 years. Each non-executive director holds directorships with other entities providing broad experience and oversight. Details of each director's appointment, qualifications, experience and special responsibilities are available at https://www.portbris.com.au/about/governance/board-of-directors .	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
Governance (continued)	2-9	Governance structure and composition (continued)	11	Based on the current Board Skills Matrix, multiple directors possess direct climate change, risk management, emission and sustainability governance and strategy skills. This demonstrates a diverse distribution of skills across the Board that supports the effective oversight of sustainability related matters.	
	2-10	Nomination and selection of the highest governance body	N/A	Each Securityholder has the right to nominate a director for each 13% holding in the Group. Securityholder views are reflected through these nominations. In making nominations, Securityholders consider director independence, relevant competencies impacting the organisation, and diversity. Committee members are appointed by the Securityholders having regard to committee responsibilities and member skills.	
	2-11	Chair of the highest governance body	N/A	The Chair of each of the companies in the PoB Group is an independent non-executive director.	
	2-12	Role of the highest governance body in managing impacts	11	The Board approves PBPL's Sustainability Program, material sustainability targets and key policies. The ELT develop and implement related strategies, policies and goals and report to the Board and relevant committees. The Board maintains oversight of due diligence and the management of sustainability related matters through regular reporting from the HSSC and the ARC. The ARC supports the Board in its governance responsibilities in relation to reporting requirements. This includes reviewing the mandatory reporting introduced in accordance with the Australian Sustainability Reporting Standards (ASRS). The PoB Group's Top Risk Register is reviewed quarterly by the ELT and the ARC. The ARC reports any material matters to the Board. Refer to the Sustainability Governance section.	
	2-13	Delegation for responsibility for managing impacts	11	Refer Sustainability Governance section.	
	2-14	Role of the highest governance body in sustainability reporting	11	The Board reviews and has an opportunity to comment on PBPL's annual Sustainability Report before it is approved by the Board and subsequently published. Collectively, the Board, HSSC, ARC and executive management are responsible for ensuring that material topics are identified, assessed and managed appropriately in a timely and structured manner.	
	2-15	Conflicts of interest	N/A	PBPL's Code of Conduct requires employees and directors to disclose actual, potential and perceived conflicts of interest, including material personal interests and relationships that may interfere with objective decision-making. Directors are additionally required to comply with the Conflicts Policy. The 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 conflicts is maintained and tabled at each Board meeting.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
Governance (continued)	2-16	Communication of critical concerns	N/A	A register of complaints is managed by PBPL. Any complaints of a serious nature are brought to the attention of ARC or PPC in a timely manner. During FY26, zero (0) critical concerns were communicated to the Board or the ARC.	
	2-17	Collective knowledge of the highest governance body	N/A	Presentations and deep dives on sustainability matters are discussed with the HSSC. The HSSC provides a summary of material matters discussed at meetings to the Board. During FY26, the Board and HSSC received briefings on climate-related risks and opportunities, sustainability reporting requirements, material sustainability topics and progress against the Sustainability Program.	
	2-18	Evaluation of the performance of the highest governance body	N/A	PoB Group maintains a Board Skills Matrix which is used to assess the Board's skills and competencies over a range of critical and general skills. The Board Skills Matrix is reviewed and updated as required. The Board conducts an annual performance evaluation using the Board Outlook performance evaluation tool. The evaluation outcomes are reviewed and discussed by the Board. No changes were required during FY26 following the evaluations.	
	2-19	Remuneration policies	N/A	The Board, through the People and Performance Committee, undertakes annual benchmarking of Executive remuneration using the Korn Ferry Industrial and Services sector, or other benchmarking determined by the Board. This includes benchmarking fixed annual reward, short-term incentive opportunities and long-term incentive arrangements to support alignment with market practice, role value, capability, experience, performance and PBPL's long-term interests. Termination payments are made in accordance with the terms of the individual Executive's employment contract and, where applicable, the relevant enterprise agreement.	
	2-20	Process to determine remuneration	N/A	Policies relating to remuneration are reviewed and approved by the Board, through PBPL's People and Performance Committee. External benchmarking is undertaken to support alignment with market practice and inform remuneration decision-making. The People and Performance Committee considers benchmarking outcomes and makes recommendations to the Board on remuneration arrangements, including Executive remuneration, incentive arrangements and any proposed policy changes.	
	2-21	Annual total compensation ratio	83	Refer Data Summary table.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
Strategy, policy and practices	2-22	Statement on sustainable development strategy	4–5, 12	Refer to Sustainability Framework section.	
	2-23	Policy commitments	N/A	Major PBPL policies are reviewed and approved by the Board. Policies are communicated to employees via email, online and in-person training and are available on the intranet. Policies relevant to external parties are available on PBPL's website: https://www.portbris.com.au/about/governance/business-policies/. PBPL's policy commitments for responsible business conduct are set out in its Code of Conduct (PPC approved) and supporting policies including but not limited to the Anti-Bribery and Corruption Policy (ARC approved), Health, Safety and Wellbeing Policy (HSSC approved), Whistleblower Policy (ARC approved), Environment Policy (Board approved), Privacy Policy (ARC approved) and Quality Policy (Board approved). These policies require ethical and lawful conduct, management of risk, prevention of bribery and corruption, maintenance of safe workplaces, protection of personal information and reporting of misconduct. The policies reference compliance with applicable laws and regulations, standards and codes of practice, including the Work Health and Safety Act 2011 (Qld), the Privacy Act 1988 (Cth), the Corporations Act 2001 (Cth), the Fair Work Act 2009 (Cth) and ISO management system standards. PBPL's policies require the identification, assessment and management of risks and implementation of controls, consistent with due diligence and precautionary approaches. The policies also support respect for human rights through commitments to workplace health and safety, privacy, fair treatment, protection from retaliation and confidential reporting mechanisms. PBPL's policy commitments to respecting human rights are reflected in its Code of Conduct, Modern Slavery framework, Equality, Inclusion and Belonging Strategy, Reconciliation Action Plan and supporting policies and standards, including the Procurement Standard (Chief Financial Officer approved), People Policy (Board approved) and Whistleblower Policy (ARC approved). These commitments support rights relating to safe and healthy working conditions, privacy, equality, non-discrimination, freedom from harassment, victimisation and retaliation, and access to grievance mechanisms. PBPL also maintains zero tolerance for modern slavery in its operations and supply chain, including slavery, servitude, human trafficking, forced labour, debt bondage, forced marriage and the worst forms of child labour. Particular attention is given to employees, contractors, consultants, suppliers and whistleblowers. Through its procurement framework, PBPL also seeks to support diversity and inclusion, including Aboriginal and Torres Strait Islander suppliers and other traditionally underrepresented groups. PBPL's commitments extend to its business relationships through contractual requirements and supplier engagement processes.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
Strategy, policy and practices (continued)	2-24	Embedding policy commitments	N/A	Responsibility for implementing PBPL's key policy commitments is allocated to each of the ELT across the organisation, who report to the Board. Policy commitments are integrated into operational policies, procedures, induction programs and procurement processes. Contractors and suppliers are required to comply with PBPL's relevant policies as a condition of engagement. Training on key policy commitments, including the Code of Conduct and Anti-Bribery and Corruption Policy, is delivered to all employees on an annual basis. Refer to the Sustainability Governance section and Robust Governance and Sustainable Procurement focus areas.	
	2-25	Process to remediate negative impacts	36–37	Refer to Robust Governance focus area section. PBPL is committed to providing for or cooperating in remediation where it identifies that it has caused or contributed to negative impacts. Employees are encouraged to report concerns to their Manager, People team, Health, Safety and Wellbeing team or PBPL's Whistleblowing Officer. Alternatively, PBPL's externally-managed Whistleblower Disclosure Service also provides an avenue for employees, customers, contractors and suppliers to report misconduct and other serious workplace issues. Grievances are assessed, investigated and resolved in accordance with PBPL's Whistleblower Policy, with matters escalated where appropriate. PBPL monitors the effectiveness of its grievance mechanisms through the investigation and management of reported concerns, protection of whistleblowers from detriment, provision of feedback and appeal rights, and periodic review of relevant policies and processes. The Whistleblower Policy is reviewed regularly to support continuous improvement. It is available on PBPL's website: https://www.portbris.com.au/about/governance/business-policies . Changes to business processes are supported through the Collaboration Tool framework, which enables relevant business units to provide feedback and input on proposed initiatives and process improvements.	
	2-26	Mechanisms for seeking advice and raising concerns	36–37	Third parties may report concerns about conduct to Info@portbris.com.au or through the externally-managed Whistleblower service (STOPLINE). Refer Robust Governance focus area.	
	2-27	Compliance with laws and regulations	36–37	Refer Robust Governance focus area. During FY26, PBPL had zero (0) significant instances of non-compliance with laws and regulations. PBPL received zero fines for significant non-compliance and received zero non-monetary sanctions. PBPL determines significance by reference to severity, regulatory action, financial and reputational impact.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
Strategy, policy and practices (continued)	2-28	Membership associations	N/A	> Australia China Business Council > Australasian Concrete Repair and Remedial Building Association (membership at no charge) > Australian Cruise Association > Australian Logistics Council > Australia Meat Industry Council > Committee for Brisbane > Concrete Institute of Australia > Freight Trade Alliance > Smart Energy Council > International Association of Ports and Harbors > Infrastructure Association of Queensland > PIANC > Planning Institute of Australia > Ports Australia > Property Council of Australia > Queensland Futures Institute > 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	19–22, throughout	PBPL's key stakeholder groups, key areas of interest and examples of key engagement actions is outlined on pages 19 – 22 and described throughout the report.	
	2-30	Collective bargaining agreements	83	Refer Data Summary table. 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.	
GRI 3: Material topics 2021					
Disclosures on material topics	3-1	Process to determine material topics	13	Refer Sustainability Framework section.	
	3-2	List of material topics	14–16	Refer Sustainability Framework section.	
	3-3	Management of material topics	12–22, throughout	PBPL's management of its material topics is included throughout the report including the 'Sustainability Framework' section and the 'Context', 'Approach' and 'Key initiatives' section of each focus area.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 101: Biodiversity standard					
GRI 101: Biodiversity standard	101-1	Policies to halt and reverse biodiversity loss	66–67	PBPL's Environment Policy sets out key environmental commitments. The Policy commits PBPL to identify and, where appropriate, implement opportunities for environmental improvement and enhancement of local biodiversity and ecosystems. Refer Biodiversity focus area.	
	101-2	Management of biodiversity impacts	66–67	Refer Biodiversity focus area.	
	101-3	Access and benefit-sharing	66–67	Not applicable. PBPL does not access, utilise or commercialise genetic resources, nor undertake activities that trigger access and benefit-sharing obligations under applicable biodiversity frameworks. While PBPL engages with First Nations representatives regarding cultural heritage, environmental management and project planning activities, these engagements do not involve commercial utilisation of genetic resources or traditional knowledge associated with genetic resources.	
	101-4	Identification of biodiversity impacts	66–67	Refer Biodiversity focus area.	
	101-5	Locations with biodiversity impacts	66–67	Refer Biodiversity focus area.	
	101-6	Direct drivers of biodiversity loss	66–67	Refer Biodiversity focus area.	
	101-7	Changes to the state of biodiversity	66–67	Refer Biodiversity focus area.	
	101-8	Ecosystem services	66–67	Refer Biodiversity focus area.	
GRI 200: Economic standards					
GRI 201: Economic performance	201-2	Financial implications and other risks and opportunities due to climate change	59–60	Refer Climate Change Resilience focus area.	
GRI 202: Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	83	Refer Data Summary table. The ratio was calculated using the Australian National Minimum Wage.	
	202-2	Proportion of senior management hired from the local community	84	Refer Data Summary table. PBPL defines Senior Management as Executives and Senior Managers. PBPL defines local community as Southeast Queensland.	
GRI 203: Indirect economic impacts	203-1	Infrastructure investment and services supported	8–10, 39–49	PBPL's services and operations are outlined in the 'About the Port of Brisbane' section along with Port Development and Asset Management Focus areas. In FY26, PBPL invested approx. \$171 million in port infrastructure and property development to maintain port assets, improve efficiency, and support customer operations. These investments facilitate trade growth, employment, supply chain resilience and economic activity within the Port of Brisbane precinct and broader Queensland economy. Infrastructure development may also result in temporary and localised construction-related impacts, including increased traffic and noise, managed through project planning and environmental management processes. The majority of infrastructure investment and services supported by PBPL are delivered on a commercial basis.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 203: Indirect economic impacts (continued)	203-2	Significant indirect economic impacts	8–10, 39–49	Port of Brisbane generates significant indirect economic impacts through enabling trade, supporting supply chains and facilitating economic activity across the State. According to a FY24 economic contribution study commissioned by PBPL, the Port and its supply chain contributed approximately \$11 billion to the Queensland economy and supported almost 73,000 jobs, including 10,380 jobs within the port precinct. Cruising from the Brisbane International Cruise Terminal also contributes economic activity and employment within Queensland. PBPL's infrastructure, services and operational activities support industries including agriculture, resources, construction, renewable energy, tourism and retail, while supporting supply chain resilience. Potential negative indirect impacts include disruptions to trade and supply chains arising from severe weather events, infrastructure constraints or other external factors. These impacts align with stakeholder priorities relating to economic development, employment and supply chain resilience.	
GRI 204: Procurement practices	204-1	Proportion of spending on local suppliers	50–51	Refer to Sustainable Procurement focus area. Local spend is defined as a supplier that directly provides goods, services, or works to PBPL and whose postal address (as recorded in our procurement system) is located within Queensland, Australia. This definition reflects PBPL's assessment that its procurement activities contribute to the broader Queensland economy. Significant locations of operations is defined as the Port of Brisbane, Queensland, encompassing PBPL's core operational sites, port facilities, and marine vessels primarily based and managed from the port.	
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	90	PBPL conducts an annual Declaration of Compliance process at the end of each financial year, under which members of PBPL management declare any known or suspected non-compliances they are aware of, including in relation to anti-corruption matters. This process covers all of PBPL's operations and forms part of PBPL's governance and risk management. During FY26, the assessment identified zero (0) significant corruption-related risks.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 205: Anti-corruption (continued)	205-2	Communication and training about anti-corruption policies and procedures	91	PBPL's Anti-Bribery and Corruption Policy has been communicated to all Board members and all employees. The Board approves any updates to the Anti-Bribery and Corruption Policy. All employees are required to complete anti-bribery, corruption and fraud training annually. This also includes PBPL's Entertainment and Gifts (Benefits) Policy. Refer Data Summary table. PBPL's business partners, including any suppliers and contractors are provided with and must accept PBPL's Contractor Guidelines as part of PBPL's supplier engagement and procurement processes. This document stipulates PBPL's expectations in relation to anti-bribery, corruption and fraud. During the reporting period, PBPL does not capture training and communication data. PBPL continues to explore an appropriate mechanism to measure and report against this requirement.	
	205-3	Confirmed incidents of corruption and actions taken	90	PBPL is not aware of any confirmed incidents of corruption during FY26. Accordingly, there were no employee dismissals or disciplinary actions, business partner contract terminations, or public legal cases related to corruption during the period.	
GRI 300: Environmental standards					
GRI 302: Energy	302-1	Energy consumption within the organisation	93	Energy consumption (GJ) is calculated using the National Greenhouse and Energy Reporting (NGER) energy content factors. Energy consumption includes fuel and electricity used across PBPL operations. PBPL reports both market-based and location-based greenhouse gas emissions in accordance with the Greenhouse Gas Protocol. Refer Data Summary table.	
	302-2	Energy consumption outside of the organisation	N/A	PBPL monitors indirect energy-related impacts through its Scope 3 greenhouse gas emissions inventory. Energy consumption outside the organisation occurs across upstream and downstream transportation and distribution activities, employee commuting, business travel, capital goods and leased assets. Quantified energy consumption data outside organisational boundaries is not currently available; impacts are managed and reported through Scope 3 greenhouse gas emissions reporting.	
	302-3	Energy intensity	93	Energy intensity calculated as total organisational energy consumption (GJ) divided by average headcount for FY26. Energy consumption includes fuel and electricity used across PBPL operations. Refer Data Summary table.	
	302-4	Reduction of energy consumption	93	Reductions in energy consumption are supported through initiatives including PBPL's Energy Transition Plan, Virtual Energy Network (VEN), rooftop solar installations, Battery Energy Storage Systems, LED lighting upgrades and fleet transition investigations. Refer Data Summary table.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 302: Energy (continued)	302-5	Reductions in energy requirements of products and services	N/A	PBPL does not manufacture products and does not currently quantify reductions in customer energy requirements attributable to its services. Initiatives including Green Button vessel optimisation technology and the Virtual Energy Network are intended to improve energy efficiency and reduce emissions across the port supply chain.	
GRI 303: Water and effluents	303-1	Interactions with water as a shared resource	N/A	The Port of Brisbane operates at the mouth of the Brisbane River and adjacent to the Moreton Bay Marine Park and Ramsar wetlands. Potable water is sourced from the Urban Utilities potable water network which draws water from the broader SEQ catchment. PBPL harvests rainwater for use at the Port Office and BICT. Water is a critical shared resource for navigation, environmental values, biodiversity, community interests and trade. PBPL manages interactions with water through maintenance dredging (using seawater), water quality monitoring, stormwater controls, water efficiency initiatives and investment in upstream catchment rehabilitation projects delivered in partnership with Healthy Land & Water.	
	303-2	Management of water discharge-related impacts	N/A	PBPL manages water discharge-related impacts through environmental planning, operational controls and monitoring programs. Activities with the potential to affect water quality, including dredging, stormwater runoff and port development projects, are subject to regulatory approvals, permit conditions and environmental management requirements. Wastewater generated from PBPL operations is discharged to sewer and where applicable in accordance with relevant trade waste requirements. Water quality outcomes are monitored through programs including turbidity monitoring, marine plant assessments, seagrass monitoring and sediment analysis, supported by partnerships with environmental organisations and research providers.	
	303-3	Water withdrawal	93	Water withdrawal includes potable water sourced from the municipal network. As a registered Water Service Provider, PBPL supplies potable water to a significant proportion of customers at the Port of Brisbane. Water withdrawal also includes seawater used in port operations, including pumping dredged material ashore as part of land reclamation activities, and harvested rainwater utilised at the Port Office and Brisbane International Cruise Terminal (BICT). Due to functionality issues on the rainwater valve during the period, FY26 data only includes rainwater withdrawal data for June 2026 for the Port Office. Refer Data Summary table.	
	303-4	Water discharge	94	PBPL estimates water discharge as total water withdrawn less water consumed and assumes that all seawater and rainwater withdrawal are discharged. As a Water Service Provider, PBPL distributes potable water to a significant proportion of customers at the Port of Brisbane. Water supplied to customers is not consumed by PBPL and is assumed to be discharged to the sewer network following use. PBPL's direct water consumption is limited, with a 10% consumption factor applied to water used at PBPL operated facilities. Consequently, most of the water withdrawn through PBPL's water network is discharged rather than consumed. Refer Data Summary table.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 303: Water and effluents (continued)	303-5	Water consumption	94	Water consumption is defined as water withdrawn by PBPL that is not returned to the sewer network, environment or another water system following use. As a Water Service Provider, PBPL supplies potable water to a significant proportion of customers at the Port of Brisbane, with the majority subsequently discharged by customers to sewer. PBPL's direct operational water consumption is relatively low, and a 10% consumption factor is applied to water used at PBPL operated facilities (including the Port Office, BMT, Operations Base, TSHD <i>Brisbane</i> and the BICT). PBPL have applied a 10% consumption factor to align to the 90% discharge factor and Land Use Codes based on guidance from Urban Utilities. Consequently, only a small proportion of total water withdrawn by PBPL is classified as water consumption. All seawater withdrawn for pumping dredged material is discharged and hence, no seawater is consumed. Freshwater consumption from the TSHD <i>Brisbane</i> is determined by calculating the difference between tank levels on a specific date, obtained fortnightly as the ship fill in the water. Water consumption at the BICT is calculated as the difference between the ship fill and head meters. Refer Data Summary table.	
GRI 305: Emissions	305-1	Direct (scope 1) GHG emissions	56–58	Scope 1 GHG emissions are calculated using the National Greenhouse and Energy Reporting scope 1 emissions factors and using the GHG Protocol methodology. Scope 1 emissions include direct emissions from fuel combustion and other sources owned or controlled by PBPL. Refer to Energy efficiency focus area.	
	305-2	Energy indirect (scope 2) GHG emissions	56–58	PBPL calculates Scope 2 GHG emissions using both the market-based and location-based methods in accordance with the GHG Protocol Scope 2 Guidance. The residual mix factor (RMF) applied for the market-based approach was 0.81 and the location-based emissions factor applied was 0.67. Refer to Energy Efficiency focus area.	
	305-3	Other indirect (scope 3) GHG emissions	56–58	Scope 3 GHG emissions are calculated using guidance from the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard. Reported categories include capital goods, upstream and downstream transportation and distribution, employee commuting, business travel and leased assets. PBPL continues to improve the quality and coverage of Scope 3 data through ongoing engagement with suppliers, customers and service providers. Refer to Energy Efficiency focus area.	
	305-4	GHG emissions intensity	95	GHG emissions intensity is calculated as total organisational Scope 1 and Scope 2 emissions divided by the average headcount during FY26. GHG emissions intensity is reported using both the market-based and location-based Scope 2 methodologies. Refer Data Summary table.	
	305-5	Reduction of GHG emissions	56–58	Emissions reductions are supported through implementation of the Energy Transition Plan, renewable energy deployment, energy efficiency initiatives and investigation of alternative fuels. Refer to Energy Efficiency focus area to view the reduction in GHG emissions over time.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	61–62	Refer Resource Management focus area.	
	306-2	Management of significant waste-related impacts	61–62	Refer Resource Management focus area.	
	306-3	Waste generated	61–62	Refer Resource Management focus area.	
	306-4	Waste diverted from disposal	61–62	Refer Resource Management focus area.	
	306-5	Waste directed to disposal	61–62	Refer Resource Management focus area.	
GRI 400: Social standards					
GRI 401: Employment	401-1	New employee hires and employee turnover	84–85	Refer Data summary table.	
	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	85–86	Refer Data summary table.	
GRI 403: Occupational health and safety	403-1	Occupational health and safety management system	24–26	Refer Safety focus area.	
	403-2	Hazard identification, risk assessment, and incident investigation	24–26	PBPL applies a systematic process to identify hazards, assess risks, and implement controls to prevent work-related injury and ill health. Employees are encouraged to report hazards, incidents, near misses and unsafe conditions, participate in risk assessments, and may stop unsafe work without fear of reprisal. All work-related incidents are investigated to identify root causes, with corrective actions implemented and lessons learned used to continuously improve risk controls and health and safety performance.	
	403-3	Occupational health services	27–28	PBPL provides occupational health services through qualified external occupational health and occupational hygiene professionals, including occupational hygiene assessments, health surveillance and monitoring, fitness-for-work assessments, and ergonomic and hazardous task assessments. These services support the identification and management of workplace health risks, monitoring of employee health, evaluation of control effectiveness, and fitness for work. Employees access services at no cost through health monitoring programs, workplace risk assessment and exposure management activities, fitness-for-work assessments, and organisational referrals. Contractors engaged through labour hire or recruitment agencies may access some fitness-for-work assessment services through their employing agency's occupational health processes. All personal medical information is managed confidentially.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 403: Occupational health and safety (continued)	403-4	Worker participation, consultation, and communication on occupational health and safety	24–28	PBPL consults and engages employees on health and safety matters through formal and informal mechanisms, including safety committees, risk assessments, workplace inspections, incident investigations, change management processes, and health and safety discussions. Employees are encouraged to contribute to hazard identification, risk management and continuous improvement activities, with processes in place to support participation. Health and safety committees comprising employee and management representatives provide a forum for consultation, communication, issue resolution and monitoring of health and safety performance.	
	403-5	Worker training on occupational health and safety	24–28	PBPL provides health and safety training to workers through induction programs, role-specific training, toolbox talks, practical exercises and refresher programs. Training requirements are risk- and role-based and are designed to ensure employees have the knowledge and skills necessary to perform work safely and contribute to a safe workplace.	
	403-6	Promotion of worker health	27–28	Refer Health and Wellbeing focus area.	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	N/A	PBPL manages health and safety risks associated with its business relationships through contractor and supplier management processes, risk assessments, consultation and performance monitoring. Health and safety expectations are communicated to relevant parties to support effective risk management and continuous improvement.	
	403-8	Workers covered by an occupational health and safety management system	24–28, 86	PBPL maintains a certified Health and Safety Management System that applies to all employees and provides organisation-wide coverage for managing health, safety and wellbeing risks. Refer Safety focus area and Data summary table.	
	403-9	Work-related injuries	86	Work-related hazards with the potential to cause high-consequence injury are identified through risk assessment, incident investigation, workplace inspections and worker reporting processes. Actions to eliminate hazards and reduce risks are implemented in accordance with the hierarchy of controls and the organisation's occupational health and safety management system. Contractors are excluded from the disclosure. Refer to the Data Summary table.	
	403-10	Work-related ill health	86	Refer Data Summary table.	

GRI standard title	Disclosure number	Disclosure	Page number	Notes	Omissions
GRI 404: Training and education	404-1	Average hours of training per year per employee	34–35	Refer Personal Development focus area.	
	404-2	Programs for upgrading employee skills and transition assistance programs	34–35	Refer Personal Development focus area. PBPL provides a range of programs to support employee development including individual development plans, leadership development, mentoring, higher duties opportunities, secondments, study assistance and external training. Employees impacted by redundancy may also be provided with counselling and outplacement support.	
	404-3	Percentage of employees receiving regular performance and career development reviews	87	Performance and career development reviews refer to PBPL's formal performance review process. Regular reviews are defined as completion of at least one formal performance review during the reporting period. The calculation of the metric includes all permanent, fixed-term and casual employees. Whilst casual employees are included in the calculation, casual employees are not generally subject to PBPL's formal annual performance review process. The process includes feedback on performance and discussion of competency development needs. In addition to performance review, PBPL employees may also undertake "Development Plan" as part of promotional cycle. This has not been included within the metric calculation as it is not an assessment of performance. Refer Data summary table.	
GRI 405: Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	88–89	Refer Data summary table.	
	405-2	Ratio of basic salary and remuneration of women to men	90	Refer Data Summary table.	
GRI 413: Local communities	413-1	Operations with local community engagement, impact assessments and development programs	39–43, 70–73, 76–77	Community engagement is relevant to PBPL's day-to-day operations and major projects, with consideration given to the Port's geographic location and impact on the local community. Information about local community engagement and relevant programs is outlined in the Supply Chain Enablement, Community Relationships, and Education and Engagement focus areas as well as the Engaging with our stakeholders section. Community feedback and complaints can be submitted through channels including telephone, email, website, social media and direct engagement with PBPL. Actual and potential stakeholder and community impacts are identified through internal processes including PBPL's 'Collaboration Form', our Business Management System, and incident reporting as well as project planning.	
	413-2	Operations with significant actual and potential negative impacts on local communities	14–16	Refer Sustainability Framework section.	
GRI 418: Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A	No substantiated complaints concerning breaches of customer privacy or losses of customer data were received during FY26, and no leaks, thefts or losses of customer data were identified.	

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

Limited Assurance Conclusion

We have conducted a limited assurance engagement on the preparation of Port of Brisbane Pty Ltd's ("PBPL") selected sustainability metrics and disclosures, disclosed in the Sustainability Report 2025/26 for the year ended 30 June 2026, and included in Table 1 below (the "Limited Assurance Sustainability Information") in accordance with the applicable criteria included in Table 1 below ("Applicable Criteria"), in all material respects, for the relevant periods included in Table 1 below (the "relevant periods").

Table 1 – Limited Assurance Sustainability Information and Applicable Criteria

Topic	Sustainability Information	Relevant period	Applicable Criteria	Disclosure location in the Sustainability Report 2025/26
People	- Total number of Lost Time Injuries (LTIs) - Total number of leadership behaviour reports - Total number of employees by gender and employment category - Percentage of individuals by gender within governance bodies (Executive Leadership Team and Board) (%) - Average annual hours of training per year per employee - Percentage of employees receiving regular performance and career development reviews (%)	1 July 2025 to 30 June 2026	Global Reporting Initiative and internally developed definitions and approaches as described in PBPL's Sustainability Report 2025/26 – 'GRI content index' and 'Glossary of terms' sections	- On page 26 - On page 26 - On page 82 - On pages 33 & 88 - On pages 35 & 87 - On page 87 - On page 84 - On page 85

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	7. Total number of new employee hires and rate of employee turnover (%) 8. Total number of employees entitled and total number of employees taken parental leave			
	9. Gender Pay Gap – WGEA (%)	1 April 2025 to 31 March 2026		9. On page 31
Planet	1. Total energy consumption (GJ) 2. All dredged material determined as suitable for ocean placement 3. Total water consumption from all areas (ML) 4. Total water withdrawal from all areas (ML) 5. Total waste generated (tonnes) 6. Total waste directed to disposal (tonnes) 7. Total waste diverted from disposal (tonnes)	1 July 2025 to 30 June 2026	Global Reporting Initiative and internally developed definitions and approaches as described in PBPL's Sustainability Report 2025/26 – 'GRI content index' and 'Glossary of terms' sections	1. On page 58 & 93 2. On page 66 3. On page 94 4. On page 93 5. On page 95 6. On page 97 7. On page 96
Prosperity	1. Total trade (million tonnes) 2. Container rail trade (%)	1 July 2025 to 30 June 2026		1. On page 7 2. On page 40
Partnerships	1. Customer satisfaction score (%) 2. Total number of engagements with educational institutions 3. Community funding (AUD) 4. Employee volunteering (hours) 5. Ratios of standard entry level wage by gender compared to local minimum wage 6. Percentage of senior management at significant locations of operation that are hired from the local community (%)	1 July 2025 to 30 June 2026		1. On pages 6 & 69 2. On page 76 3. On page 6 4. On pages 7 & 70 5. On page 83 6. On page 84

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Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that PBPL's Limited Assurance Sustainability Information is not prepared, in all material respects, in accordance with the Applicable Criteria for the relevant periods.

Reasonable Assurance Opinion

We have conducted a reasonable assurance engagement on the preparation of PBPL's selected sustainability metrics and disclosures, disclosed in the Sustainability Report 2025/26 for the year ended 30 June 2026, and included in Table 2 below (the "Reasonable Assurance Sustainability Information") in accordance with the applicable criteria included in Table 2 below ("the Applicable Criteria"), in all material respects, for the relevant period included in Table 2 below (the "relevant period").

Table 2 – Reasonable Assurance Sustainability Information and Applicable Criteria

Topic	Sustainability Information	Relevant period	Applicable Criteria	Disclosure location in the Sustainability Report 2025/26
Planet	- Gross direct (Scope 1) GHG emissions (tCO₂e) - Gross location-based energy indirect (Scope 2) GHG emissions (tCO₂e) - Gross market-based energy indirect (Scope 2) GHG emissions (tCO₂e)	1 July 2025 to 30 June 2026	Global Reporting Initiative, Greenhouse Gas Protocol and internally developed definitions and approaches as described in PBPL's Sustainability Report 2025/26 - 'GRI content index' and 'Glossary of terms' sections	On pages 58 & 95

In our opinion, PBPL's Reasonable Assurance Sustainability Information is prepared, in all material respects, in accordance with the Applicable Criteria.

Basis for Limited Assurance Conclusion and Reasonable Assurance Opinion

We conducted our limited and reasonable assurance engagement in accordance with Australian Standard on Sustainability Assurance (ASSA) 5000 *General Requirements for Sustainability Assurance Engagements* ("ASSA 5000"), issued by the Auditing and Assurance Standards Board.

The procedures 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 responsibilities under this standard are further described in the *Practitioner's Responsibilities* section of our report.

We have complied with the independence and relevant ethical requirements which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, including those contained in APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Professional & Ethical Standards Board Limited.

Our firm applies Australian 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

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ethical requirements, professional standards and applicable legal and regulatory requirements.

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

Other information

The Directors are responsible for the other information. The other information comprises the information included in PBPL's Sustainability Report 2025/26 for the year ended 30 June 2026, but does not include the Limited Assurance Sustainability Information, Reasonable Assurance Sustainability Information and our assurance report thereon. Our limited assurance conclusion and reasonable assurance opinion will not extend to other information, and we will not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Limited Assurance Sustainability Information, Reasonable Assurance Sustainability Information or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information

The Directors of PBPL are responsible for:

- a) the preparation of the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information in accordance with the Applicable Criteria;
- b) for designing, implementing and maintaining a system of internal control that is determined to be necessary to enable the preparation

of the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information in accordance with the Applicable Criteria that is free from material misstatement, whether due to fraud or error; and

- c) the electronic presentation of PBPL's Sustainability Report 2025/26 and our limited and reasonable assurance report on PBPL's website.

Inherent Limitations in Preparing the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information

Emissions quantification is subject to inherent uncertainty because incomplete scientific knowledge has been used to determine emissions factors and the values needed to combine emissions due to different gases.

Non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and sampling or estimating such data.

In the absence of external standards, sustainability-related information reported in accordance with self-defined criteria may be based on different, but acceptable measurement methodologies, which may result in variances between entities and over time. The adopted measurement methodologies may also impact the comparability of sustainability matters reported by different entities and from year to year within an entity as methodologies develop.

Practitioner's Responsibilities

Our objectives are to plan and perform the limited and reasonable assurance engagement to obtain limited and reasonable assurance about whether the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion and reasonable assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information.

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As part of a limited and reasonable assurance engagement in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

For a Limited Assurance Engagement

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the PBPL's internal control, and
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

For a Reasonable Assurance Engagement

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the assertion level for the disclosures but not for the purpose of expressing an opinion on the effectiveness of PBPL's internal control, and
- Design and perform procedures responsive to assessed risks of material misstatement at the assertion level for the disclosures. The risks of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Because of the inherent limitations of a limited and reasonable assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that fraud, error, non-compliance with laws and regulations or misstatements in the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information may occur and not be detected.

Summary of Work Performed for a Limited Assurance Engagement

A limited assurance engagement involves performing procedures to obtain evidence about the Limited Assurance Sustainability Information. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosures level, whether due to fraud or error.

In conducting our limited assurance engagement, we performed the following procedures:

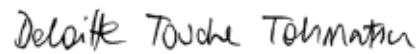
- Inquiries with management to obtain an understanding of PBPL reporting process;
- Undertaking walkthroughs of key systems and processes for collating, calculating and reporting the Sustainability Information;
- Inspection process documentation developed to support the PBPL process for preparing the Sustainability Information;
- Performing analytical reviews on the Sustainability Information and/or relevant supporting documentation;
- Selection, on a sample basis, items from the Sustainability Information and agreeing to supporting documentation; and
- Reviewing of the Sustainability Information disclosures in the Sustainability Report 2025/26 and reconciling to underlying supporting calculations and/or documentation.

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Restricted Use

This report has been prepared for use by the Directors of PBPL for the purpose of providing assurance over the Limited Assurance Sustainability Information and Reasonable Assurance Sustainability Information. We disclaim any assumption of responsibility for any reliance on this report to any person other than the Directors of PBPL, or for any purpose other than that for which it was prepared.



DELOITTE TOUCHE TOHMATSU



PR Dobson
Partner
Chartered Accountants

Sydney, 17 September 2026

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