

PORT OF BRISBANE

Sustainability Report

2019/20



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Chairman and CEO Messages



Many have accurately described the first half of 2020 as unprecedented, with the COVID-19 pandemic, and ensuing international response, profoundly impacting global economies, industries and communities alike. Its effects will remain with us for some time

to come. Other economic shocks and natural disasters, including the Australian bushfires and ongoing drought as well as global trade tensions, have shaped a very challenging year for the ports and logistics sector.

Port of Brisbane was not, and is not, immune from these impacts, and we have experienced disruption and impacts to trade volumes and other activities, like many other businesses in the current environment. However, the Port is resilient, and our fundamentals remain strong.

Throughout it all, our approach to sustainability is strong and we remain committed to building a port that serves our customers, stakeholders and the Queensland community for the long-term.

Our whole-of-business Sustainability Strategy guides many operational and strategic decisions and provides a framework for decision-making.

This framework supports our ability to respond to macro-economic and environmental issues relevant to our business. Our long and short-term goals ensure our business can respond to technological innovations and disruptors; help us address social issues such as workforce equality, diversity and inclusion; ensure we identify and manage the risks posed by climate change; and enable us to respond to community expectations regarding transparency, accountability and two-way engagement.

As one of Queensland's most important economic assets, improving port access and efficiency remains a key strategic priority, to ensure the Port of Brisbane truly is here for the future. Our significant investment in enabling infrastructure, such as the new Brisbane International Cruise Terminal and ongoing advocacy to connect the Port to Inland Rail, will benefit industry, the community and the economy for decades to come.

We're also supporting a growing port community while prioritising health, safety and security through infrastructure improvements and port-wide initiatives.

On behalf of the Board of Directors, I am proud of the way our employees, led by our CEO and Executive Team, have navigated these challenging times and I thank them for their flexibility, understanding and perseverance.

I would also like to thank our customers and partners for the collaborative way the logistics sector has tackled the challenges posed so far this year. I'm confident that as a community and a region, we are set for success in the years to come.

Jerry Maycock
Chairman



This year, the port community, including Port of Brisbane Pty Ltd, was challenged in ways unlike we've experienced before. However, I have been buoyed by the resilience demonstrated by our people, our operations and the broader port community.

Our business continuity planning was enacted early, enabling our operations and people to prepare. As the pandemic unfolded and the risks to our business and our people became clear, we continued to put the health, safety and wellbeing of our employees first.

As an essential service, we worked with customers, stakeholders and all levels of government to keep supply chains open and vital trade flowing in and out of Queensland. And as a port community, we came together during other major challenges, such as the *APL England* recovery effort.

This year, we've maintained our focus on delivering our Sustainability Strategy. While necessarily ambitious, it also remains true to the foundations that our business is built on: partnerships. Strengthening partnerships with our customers and stakeholders, supporting our people, and forming deeper connections with the community – these continue to anchor our approach to sustainability and our business operations more broadly.

Across our business, our teams have delivered on the sustainability goals set for the first 12 months. These include further development of our world leading NCOS Online technology as well as bolstering our information technology security capabilities and developing a Sustainability Code to guide sustainable port development. Our teams have worked tirelessly to construct and plan for the opening of the Brisbane International Cruise Terminal – national tourism infrastructure that will support the industry's recovery in Queensland when cruising can safely resume.

We believe our commitment to a sustainable future is a key reason we continue to welcome new customers to the port community. Our teams go above and beyond to work collaboratively to facilitate new trade opportunities and deliver new property developments that help businesses grow. Our port-wide initiatives foster a strong sense of community, and I thank our customers for the spirit in which they have collaborated with us.

Our people are our strongest asset and we support them through development and progression opportunities and, as we look ahead to the 'new normal', offer greater flexibility to help them balance their work and family commitments.

Last, but not least, I would like to thank all employees for their commitment during these most challenging of times. Congratulations on the many successes we have shared together during the year and for your efforts and determination to overcome the many challenges we have faced.

Roy Cummins
Chief Executive Officer

About the Port of Brisbane

The Port of Brisbane is an important economic asset facilitating trade-related growth for Queensland and Australia.

It is one of the country's largest and most diverse multi-cargo ports, providing critical export and import links to world markets. While FY20 overall trade volumes decreased as a result of COVID-19 impacts, on average, approximately \$50 billion in international trade is handled annually through the Port, which includes around 50% of Queensland's agricultural exports and 95% of its motor vehicles and containers. It is also home to the new Brisbane International Cruise Terminal – a world-class cruise facility that will support the long-term growth of Brisbane and Queensland's cruise tourism industry.

Geographically, Brisbane is Australia's largest capital city port. The Port's approximate 1860-hectare (ha) footprint comprises 'wet and dry land' designated for industrial and commercial uses, approximately 693ha of environmental areas, 8,200 metres of quayline, 30 operating berths and a 224 ha Future Port Expansion area which is being progressively developed to support future growth.

Port of Brisbane Pty Ltd (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, Operations Base, Brisbane Multimodal Terminal, the Brisbane International Cruise Terminal construction site and onboard the Trailing Suction Hopper Dredge (TSHD) *Brisbane*.

Operational 'Port Limits', which include shipping channels, berth pockets and swing basins, extend north of Caloundra, south to the southern tip of Moreton Island and 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 also borders Ramsar wetlands in the Moreton Bay Marine Park (a wetland site designated to be of international importance under the Ramsar Convention). It is separated from residential areas by buffer zones, mitigating potential impacts from the Port's 24/7 operations.

Port of Brisbane Pty Ltd

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

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

Our vision:

To be Australia's leading port: here for the future

Our goal:

To grow trade through the port in a sustainable manner, which optimises stakeholder satisfaction and shareholder returns by:

- retaining and developing a team of highly capable and engaged employees
- providing world-class infrastructure to service customer demand
- developing innovative commercial solutions to grow trade
- working cooperatively to ensure a safe and secure port environment

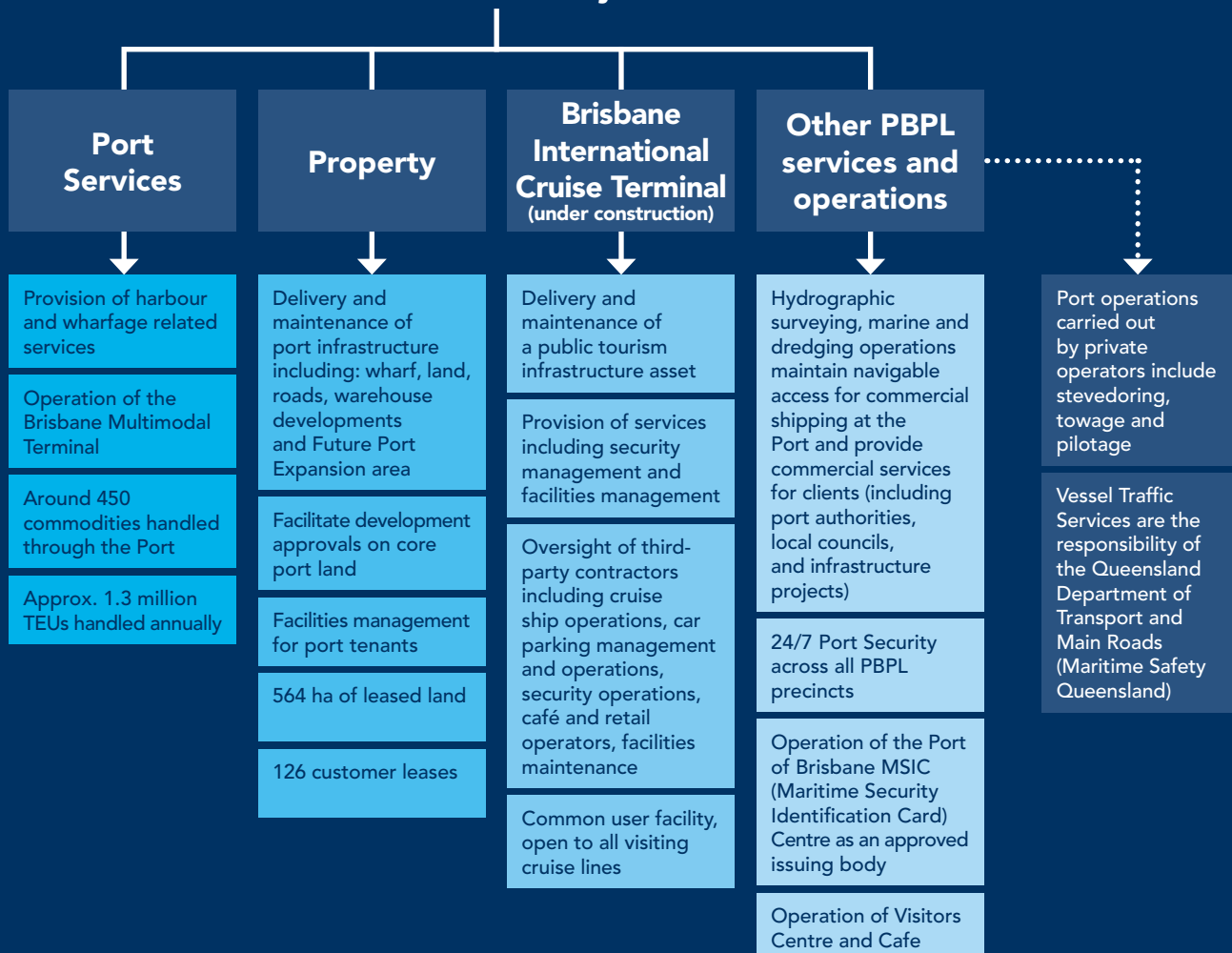
Our values:

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

Our services and operations



Port of Brisbane Pty Ltd



About the Port of Brisbane

Sustainability governance

Board of Directors

- Provide good governance and strategic oversight of PBPL by guiding and monitoring the business
- Approve and provide oversight of the Sustainability Strategy including review of sustainability initiatives monthly



Executive/Management Team

- Develop and approve business-wide strategies, policies and goals
- Develop and deliver projects to achieve strategic objectives and goals, including the Sustainability Strategy



Business Units

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

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

Our Charter

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


Code of Conduct

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

Risk management framework

Last year, we reviewed and updated our risk management framework which included aligning PBPL's *Risk Management Standard* to the latest international standard (ISO 31000:2018) and delivering training across the business. The risk management framework continues to provide a range of tools to manage our strategic and operational (Business Unit-specific) risk.

Our business

Approximately
 **1,860** ha
 footprint including **693 ha** of green space

Approximately
 **\$466** million
 forecast for **port infrastructure works** over the next five years

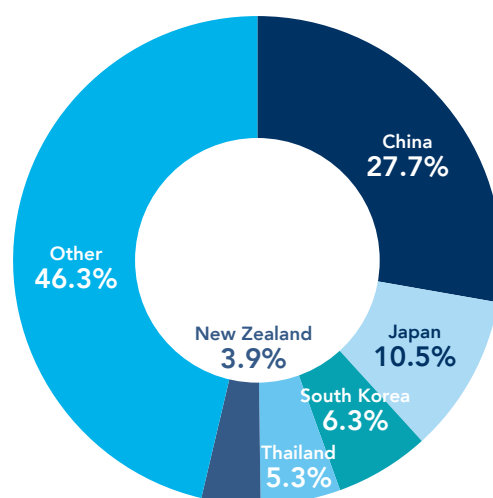
 **187**
employees spanning a wide range of disciplines and experience

Manage
 **126**
customer leases across five port precincts

 **2,346**
vessel calls annually including 25 cruise ship calls

Our key trading partners

As Port Manager, PBPL provides access and core port infrastructure to support the flow of import and export trade through the Port.



Note: Total trade share by revenue

100% of bulk and containerised exports originate from the region stretching between Townsville and Tamworth.

Top 5

« Countries by import origin

- China
- Malaysia
- Japan
- South Korea
- Singapore

« Imports by product

- Crude Oil & Refined Oil
- Agricultural Seeds
- Cement
- Building Products
- Iron & Steel

» Countries by export destination

- Japan
- China
- Taiwan
- Indonesia
- India

» Exports by product

- Coal
- Meat Products
- Timber
- Iron & Steel
- Refined Oil

Note: Top 5 imports and exports based on tonnage

COVID-19 impacts

The global COVID-19 pandemic has created a once in a century impact on public health and the state of the economy. The Port of Brisbane acknowledges the pain and suffering experienced by families who have lost loved ones due to the pandemic.

COVID-19 has also significantly impacted many of Australia's industries, including ports and logistics. Port of Brisbane was no exception, with impacts on our business and our people as well as our projects and initiatives.

Our responses evolved to meet the requirements of government authorities while minimising the health risks to our people and their families, and by working with our customers to minimise disruption to their operations.

At all times, our twin priorities were, and continue to be, protecting the health and safety of our people and the future of port business.



Overall tonnage
reduced 7.6% to

31.4 million

tonnes of trade in 2019/20



Our business and our people

- Our Critical Incident Team developed scalable and proportionate business continuity response and recovery plans. This included splitting our workforce across PBPL sites, prior to the Federal Government's 'work from home' directives for non-essential staff
- All PBPL work sites adapted to government public health directives, in partnership with Principal Contractors. This ensured construction continued safely, supporting local jobs
- We established new communication platforms to ensure all employees could access critical information via PBPL and personal devices
- We identified safe volunteering opportunities for our people through Foodbank Queensland assisting those impacted by COVID-19; and increased the number of volunteer days available to all employees
- In line with the Queensland Government 'roadmap', we began a staged welcoming of employees back into the Port Office, with site-specific Office Health Plans in place.



Approximately

50%

of employees worked from
home in varying arrangements



Customers and stakeholders

- We engaged with Maritime Safety Queensland and stakeholders to ensure international vessels had continued access to the Port (in compliance with Australian Border Force's COVID-19 entry requirements), supporting the supply chain and keeping Brisbane in line with capital city ports
- There was no annual increase applied to Trade and Marine Charges for FY21, giving our customers certainty and support
- Customers supported with rental assistance consistent with the Federal Government's mandated Code of Conduct
- A new safety campaign '*Coronavirus is no excuse for speeding*' was implemented in response to an increase in speeding on quieter port roads
- We reviewed the way we delivered events and other port-wide initiatives during FY20 and FY21. While some were postponed, others moved to virtual formats
- We continue to work with our cruise line customers, industry and government stakeholders to support the cruise industry following the pause of its operations in Australia.



The community

- The Port Café, Visitors Centre and Port Tour Program were temporarily closed. The Port Café re-opened in late May, complying with government public health directives
- Lent a hand to our 2019/20 Employee Charity, Drought Angels, with a small group of PBPL volunteers travelling to Chinchilla to pack hampers for farming families doing it tough
- Visits from school groups were paused
- Some environmental monitoring activities temporarily suspended
- Our Community Consultative Committee members continued to identify and assess small grant funding applications to support local community initiatives
- We continued to provide important port operational and community updates through our established communication channels
- Prioritised our 2020/21 Community Grants program for not-for-profit organisations and registered charities.



2020/21

Trade and Marine Charges
stable for 12 months



573 volunteer hours

completed under the **Employee
Volunteer Leave Program**

Our sustainability commitment



Sustainability is well established at the Port of Brisbane – a strong sustainability culture has underpinned many environmental, social and economic actions and initiatives across our business over the years.

The Port is one of Queensland's most vital economic assets; a key node in the supply chain and an important member of the community. We understand that the Port does not operate in isolation, which is why we strive to operate in a way that balances economic prosperity, responsible growth and robust governance while respecting and enhancing the natural environment.

For us, sustainability is about everyone and the decisions we make to help ensure we are *Here for the Future*.

We are making progress against the initiatives and short and long-term goals identified in our Sustainability Strategy. It continues to guide our

decision-making and goal setting in this area, and our progress is outlined in more detail on pages 10-11.

This year, PBPL completed its second Global Real Estate Sustainability Benchmark Infrastructure Asset Assessment; the results are anticipated in October 2020. It follows on from the 4-star GRESB rating received in 2018/19. We are also proud that our NCOS Online technology was a finalist in the 2020 World Port Sustainability Awards.

Materiality assessment review

In FY19, our materiality assessment identified 34 material topics considered important to our business. The process included internal and external stakeholders, with their views reflected in the assessment outcomes. Our Sustainability Strategy is aligned to all 34 material topics.

Although PBPL recognises that all 34 topics identified on the materiality matrix are important to our business, this year, we prioritised reporting on the 'top 10' material topics in alignment with the GRI reporting framework.

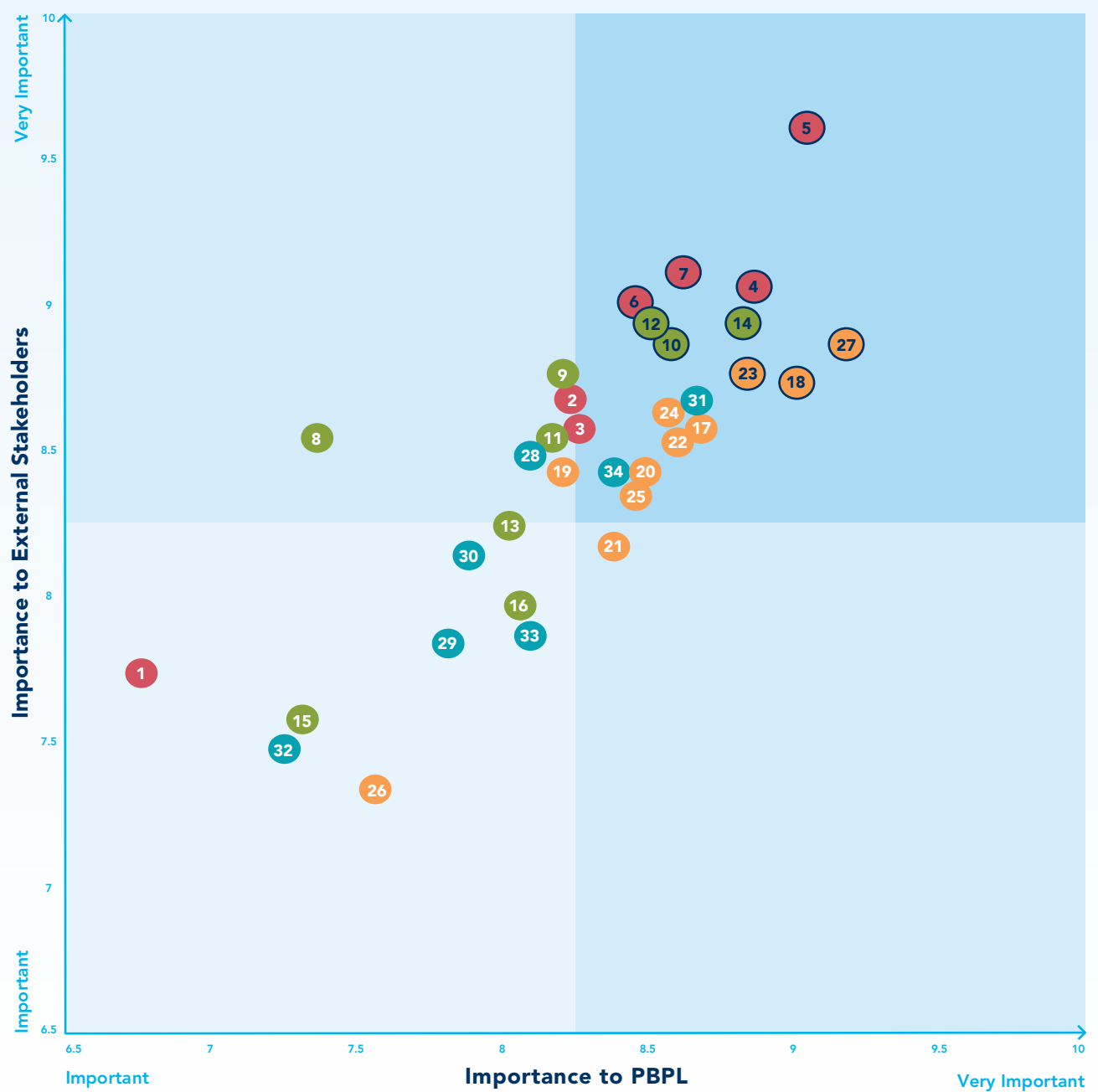
Materiality Matrix key

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

Material topics reported on

Materiality Matrix

All 34 material topics were ranked highly; we are reporting on the 'top 10' material topics throughout this report.



Our strategy and progress

Shaping our Future is the vision that underpins our Sustainability Strategy.

Now in its second year, our strategy adds value to our business and the wider port community by inspiring decision-making and goal setting to deliver balanced financial, social and environmental outcomes at the Port of Brisbane.

The strategy has adopted a 'whole of business' approach and is aligned with the United Nations' Sustainable Development Goals (UN SDGs). Fourteen of the 17 UN SDGs are relevant to our business.

Our Sustainability Strategy has set four long-term, strategic goals that are aligned to the four 'Ps' – Planet, People, Prosperity and Partnership – which we aim to achieve by 2030. Focus areas under each of these themes align to the UN SDGs, and each has a key target and short and long-term milestones that contribute towards achieving each strategic goal.

Our progress against the UN SDGs is outlined to the right.

Fourteen UN SDGs relevant to PBPL



Focus Area

Air Quality

Energy Efficiency

Climate Change Resilience

Water Quality

Biodiversity

Port Development

Supply Chain Enablement

Digital Transformation

Health and Wellbeing

Safety

Robust Governance

Personal Development

Customer Partnerships

Education and Engagement

PLANET

Achieve net positive environmental outcomes

PROSPERITY

Deliver efficient and sustainable economic growth

PEOPLE


Create an engaged, diverse and responsive culture

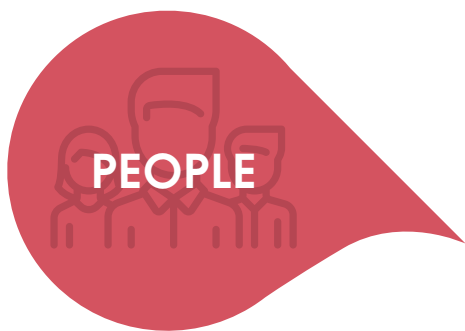
PARTNERSHIPS

Enable responsible growth

Progress during 2019/20

During 2019/20, we achieved the following milestones under our Sustainability Strategy. Milestones not completed this year have been substantially progressed and are expected to be completed during 2020/21.

FY20 Milestone	Progress	Relevant SDG
Explore options to develop vessel efficiency programs	50%	
Electric vehicle trial	✓	
Install solar car parking at the Brisbane International Cruise Terminal	✓	
Develop an <i>Energy Transition Plan</i>	✓	
Implement NCOS Online Climate Change Modules (Phase 1 & 2)	75%	
Undertake risk assessment of indirect impacts of climate change on port activities	✓	
Implement NCOS Online Sediment Module (Phase 1 & 2)	50%	
Expand the scope of the annual weed survey to include biodiversity risks	✓	
Implement sustainable development initiatives in development projects	✓	
Develop a 'Sustainability Code' within the <i>Port of Brisbane Land Use Plan</i>	✓	
Implement NCOS Online vessel safety and efficiency modules	✓	
Develop and implement a <i>Digital Business Strategy</i>	50%	
Continue to explore the viability of a Trade Community System	✓	
Develop a tailored health program based on the key health risk areas identified from the annual health assessments	25%	
Promote mental health awareness and implement processes to support mental health	✓	
Investigate options to develop 'real-time' digital reporting for all variations	✓	
Establish a framework for compliance and reporting under the <i>Modern Slavery Act</i>	80%	
Implement an <i>Information Security and Data Integrity Strategy</i>	80%	
Develop a <i>Sustainability Policy</i>	✓	
Deliver an assessment of leadership potential across the Executive and broader management group	✓	
Deliver an automated system to better capture and manage compliance training	✓	
Partner with ReThink Sustainability to develop a Port Partnerships program with port customers	70%	
Create a 'Sustainability' page on the website	✓	
Develop a Port Education Action Plan	✓	
Publish an annual <i>Sustainability Report</i>	✓	
Extend the geographic reach of the Port's quarterly updates	✓	



Our people and the culture of our organisation are the cornerstones of our business; an engaged workforce and positive culture enables us to deliver on our aspirations and work collaboratively with our customers and stakeholders.

We have a diverse workforce of 187 employees spanning a wide range of technical, operational and professional disciplines who are located across multiple worksites. We are committed to supporting their satisfaction, professional development and health and wellbeing, particularly as we navigate the changes to our business posed by COVID-19, and work with them to define a 'new normal'.

Engaged performance culture review

A key objective of our *Sustainability Strategy* is to create an engaged, diverse and responsive culture at PBPL. We recognise that organisational culture is a key driver of our success and performance and shapes our relationships with our people and our stakeholders. The cornerstone of this work is our *Culture Strategy*, which establishes a roadmap towards our aspirational culture and ensures alignment with our business strategy.

In late 2019, we conducted our biannual Engaged Performance Cultural Survey and Focus Groups, designed to provide insights into employee engagement and organisational culture, with an emphasis on identifying opportunities to drive positive change.

The survey achieved an 85% participation rate from across all areas of our business; a further 24% of employees participated in focus group sessions, exploring key survey outcomes and opportunities. Our people continue to feel engaged and enabled to levels that reflect the global high performing norm.



At Port of Brisbane, our people are key to our success.

Engagement survey results – engagement and enablement levels

	Engagement level	Enablement level
PBPL	71%	72%
High Performing Norm	74%	73%
General Industry Score	67%	67%

Diversity and inclusion

We welcome a diversity of backgrounds, perspectives and experiences within our teams and are committed to providing all our people with an environment where everyone is treated with respect and dignity.

We recognise that we are in the early stages of our diversity and inclusion journey and remain focused on ensuring PBPL's programs and conditions are inclusive and can support all our people, whatever stage of life and/or career they are in. Our *Diversity and Inclusion Policy* is supported by a strategy that continues to design and deliver initiatives including our Diversity and Inclusion Council, our cadet, internship and graduate programs, as well as our talent management program.

We are also proud members of Pride in Diversity who provide a support program for LGBTQ workplace inclusion and we are a WORK180-endorsed employer for women.

Our diversity progress

While our efforts continue, in two years we've made significant progress...

		From this	To this
We have increased participation of women across the organisation	Executive Leadership Team	20%	33%
	Leadership/Management cohort	17.5%	25%
	Operational	5.3%	10.3%
	Whole organisation	21.9%	24.5%
We have become more youthful	Employees under 30	1.6%	5.5%
	Cadet Program	0	3
	Graduate Program	0	3
We're working on our Indigenous employment opportunities	Aboriginal and Torres Strait Islander Summer Internship	0	1

Average training hours by gender

Average hours: **23.19** 

Average hours male: **20.93** 

Average hours female: **30.34** 

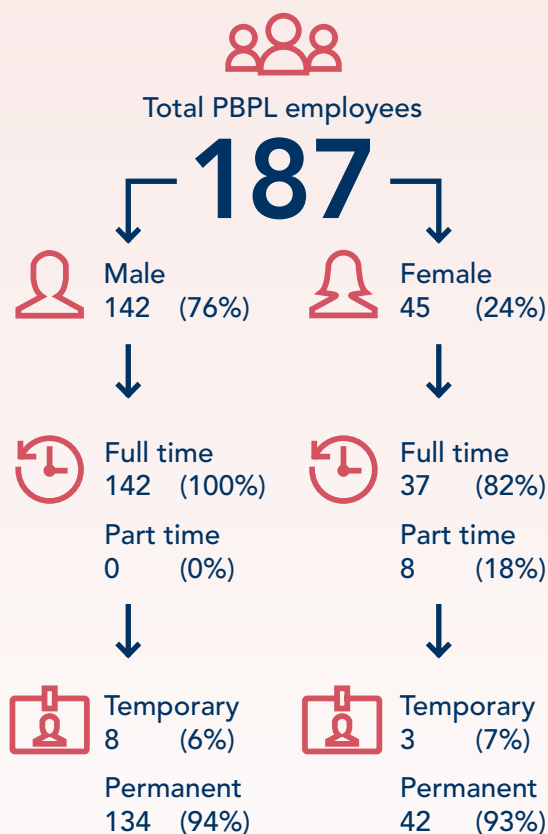
Employees by age and employment category

Employee category	Age		
	Under 30	30-50	Over 50
Permanent	5%	53%	36%
Temporary	2%	2%	2%

Our Board and Executive Leadership Team

	Gender	Age		
		Under 30	30-50	Over 50
Male	62%	0	8%	54%
Female	38%	0	30%	8%

Total employees by gender and employment category



 **52%**

of our employees are covered by collective bargaining agreements



Our annual International Women's Day event celebrated the contribution of women in the maritime sector.

Professional development and training

We place a high value on our employees' professional development and in recent years have made significant changes to our development and training programs, particularly through our Litmos learning management system which supplements established statutory compliance training.

Our employees have embraced this learning platform. To date, 185 different modules have been accessed and 53% of compliance training rolled out through Litmos was completed by employees. In May we launched a new module, *Aboriginal and Torres Strait Island Inclusion and Cultural Safety*. It is the first step as part of a larger education process we hope to undertake as an organisation and that will form part of our *Reconciliation Action Plan*, currently under development.

A key area of focus is on nurturing talent and growing capability within teams to help position PBPL strongly for the future. Our LEAD Program supports emerging and current leaders through tailored professional development and networking opportunities (which moved online from March due to COVID-19). This year, 20% of our people participated in leadership capability assessments, supported by external coaching, to assist current and emerging leaders identify and focus on priority growth areas. They can also participate in a mentoring program, which has been designed to support employees in the early stages of their career.

We reviewed our broader training program in the early stages of the pandemic to ensure the safety of our people. However, operational and compliance training that was required to be delivered in person (i.e. First Aid Training) did continue in line with government public health directives.

New Employee Assistance Provider

In March, we transitioned to a new Employee Assistance Provider (EAP), Gryphon Psychology, which provides a free, confidential and voluntary counselling service as well as other services to support our employees and their immediate family members both in their professional and personal lives.

In launching our new EAP, we provided additional support tools for our people including mental health refresher training for our leaders, a virtual session on resilience together and an internal podcast featuring Gryphon Psychology.

International Women's Day

On 8 March, PBPL and Carnival Australia's Cunard Line again hosted International Women's Day celebrations for the port community. More than 120 women came together to recognise the valuable contribution of women in the maritime sector. They were joined by PBPL Chairman Jerry Maycock, Carnival Australia Chief Financial Officer Anita Hoskins, Minister for Innovation and Tourism Industry Development and Minister for Cross River Rail Kate Jones and Member for Lytton, Joan Pease.

Supporting our people through COVID-19

COVID-19 placed unprecedented challenges upon our business as we sought to support our people and our operations.

Our response was driven first and foremost by health and safety, with an increased focus on mental wellbeing and an individual approach to working with employees and their personal circumstances during this time.

We established a dedicated internal communication platform to ensure all employees had access to critical information about our business and accurate information about COVID-19 from government health authorities (accessible on PBPL or personal devices) as well as access to our EAP for professional support.

Our workforce

Our workforce was split into two 'teams' in March – first across multiple worksites and then increasingly from home – an undertaking that required significant coordination involving logistics, technology, facilities management and communication. In mid July and in line with the State Government's *Roadmap to Easing Restrictions*, our employees began a staged return to their usual place of work.

That month, our employees had the opportunity to complete a short survey to provide feedback on their experiences since March. This was an opportunity for PBPL to learn from employees' experiences and help inform future strategies and initiatives to support flexible working. A high participation rate and high level of feedback shared by employees has provided valuable insights into their experiences, the benefits and challenges of working from home, and how we can continue to ensure our culture remains inclusive when it comes to working from home.

Overall, our workforce, business systems and technology platforms have adapted well to the changed working arrangements and in response, we are reviewing PBPL's *Flexible Working Standards* to provide employees an opportunity to continue working from home if desired and if compatible with individual roles. Our new standard will help employees find balance between being in the office and connecting physically with their colleagues, while capitalising on the various benefits that come from working from home.

Extended Volunteer Leave Program

In April, we introduced an Extended Volunteer Leave Program to support our people. It enabled all employees — but particularly those who were unable to attend their normal place of work due to COVID-19 or unable to undertake meaningful work from home — to volunteer their time at Foodbank Queensland – one of PBPL's charity partners, which was itself experiencing a surge in demand.

The program supported permanent employees who had drawn down their paid leave entitlements to volunteer and continue to be paid their regular salary for the time spent volunteering. We also increased volunteer leave entitlements for all employees from one to two days per year, providing all our people the opportunity to support the local community during this time of need.

In 2019/20, our people completed a total of 680 hours of PBPL-commissioned volunteer work, including the new Extended Volunteer Leave Program.

Business recovery

Health and safety played a lead role in PBPL's business recovery plans, through the development of COVID-19 Health Plans to support our people as they transitioned back into the workplace.

Our *COVID-19 Health Plan* adheres to, and in some cases exceeds, the strict public health rules from state and national health authorities. It also aligns with the State Government's three stage *Roadmap to Easing Restrictions*.

The following measures were implemented across our worksites:

- splitting our workforce to support business continuity
- a daily COVID-19 declaration for all visitors/contractors to PBPL sites
- increased cleaning regimes
- signage promoting social distancing and hand hygiene
- a major reconfiguration of seating arrangements
- regular health, safety and wellbeing communications
- a re-entry induction for all Port Office employees (other worksites that remained open throughout the period did so in line with government public health directives).



Our Working From Home Pulse Survey found:

Strong recognition of teamwork, particularly within business units

High level of satisfaction with business communication

No/less commuting provides more time to spend with families, exercise, self-care

A sense of isolation and missing physical interaction with colleagues, although technology has helped to mitigate (video calls)

Health, safety and wellbeing

We take safety seriously at the Port of Brisbane and are proud of our 'Safety First' culture. We strive to provide a safe and healthy workplace for all our employees, contractors and visitors and believe that safety is everyone's responsibility, regardless of position or role.

Our Health and Safety Management System is independently audited every year, is currently aligned to AS/NZS 4801 standards and complies with all statutory obligations and expectations. It provides maximum benefits to the Company's activities and operations and those of our people, contractors and sub-contractors, visitors and the environment.

At PBPL, all employees are accountable for health and safety relevant to their role while our Managers and Supervisors also have specific health and safety responsibilities. But we don't work in isolation. The Port of Brisbane Health and Safety Leaders' Forum meets quarterly to network and discuss health and safety issues and share initiatives. PBPL employees are represented by the Health and Safety Team.

Our people also receive significant support in relation to health and safety. We engage with them

through formal training, events and initiatives, and our Healthy Lifestyles Program as well as regular internal communications that includes a weekly incident report, safety shares, variation reporting and business updates.

Health and safety compliance

Our Workplace Health Program is mandatory for employees identified as working in an 'at risk' occupation or work in areas which have significant hazards. The program involves a range of regular workplace assessments, undertaken by a variety of external consultants, to ensure exposure to these risks and hazards is not impacting their health. The program is managed by the relevant manager or supervisor, in conjunction with our Health and Safety Team.

All employees receive mandatory workplace health and safety training relevant to their roles, with site-specific training also delivered where it is required. Compliance training continues to be completed on a regular cycle, and this year, eligible employees also completed audiometric and confined space assessments.

While we recorded 3 Lost Time Injuries (LTIs) during the year, we continue to target zero LTIs across our workforce. In FY20, PBPL recorded a Lost Time Injury Frequency Rate (LTIFR) of 7.97 occurrences of lost time injury for each one million hours worked – slightly ahead of industry benchmarks for our operations (8.3 occurrences of lost time injury for each one million hours worked).



This year we celebrated 10 years of Safety 1 Forum.

Safety 1 Forum

We celebrated 10 years of our annual Safety 1 Forum in August, with over 250 people from across the port attending the milestone event.

Participants heard from keynote speakers about how to change unsafe driver behaviour, strategies and tools to handle stress and anxiety, and how to have conversations around reducing the impact of prostate cancer on men, their partners and families. We also recognised eight Safety Champions nominated by port businesses.

Heavy vehicle safety around ports

Our Heavy Vehicle Safety Around Ports Project – a joint two-year project with the Queensland Trucking Authority and funded by the National Heavy Vehicle Regulator – has completed its first phase, which was delivered between February 2019 and March 2020.

The project has now completed a 12-month pilot of new 'SmartCap' wearable technology to measure driver fatigue and has delivered other free health and wellbeing initiatives across the Port, including more than 200 driver skin checks, almost 100 flu

vaccinations, and 97 heart and health assessments. In total, more than 800 people participated in these initiatives with some being referred to a doctor, highlighting how workplace health and wellbeing programs can be a preventative measure for ongoing employee health.

Phase two is focused on sharing the outcomes and learnings with port managers and road transport operators at ports across Australia via webinars and workshops and will begin in 2020/21.



3 LTIs

(Lost Time Injuries)

Supplier engagement

In 2019/20, we completed a major review of how we engage suppliers which was developed in response to near miss incidents involving contractors. The review was completed by an external consultant, with all recommendations adopted following broad internal consultation and endorsement by the PBPL Board.

Launched in May, the new *Supplier Engagement Policy and Management Standard* lays the foundation for a consistent process for management of supplier engagements throughout the organisation. In particular, the new processes recognise the need to manage the broad range of suppliers and contractors engaged by PBPL.

Healthy Lifestyles Program

We offer all employees a range of voluntary health and wellbeing services and initiatives, provided by qualified and independent third parties. While some services were modified or delayed as a result of COVID-19, employee uptake remains very high.

As well as offering PBPL employees a free flu vaccination and skin check every year, the program also offers annual health assessments.

In 2019, 69 employees participated in the health assessments, including 10 employees new to the program. Since the program began in November 2009, a participant has attended, on average, around seven health assessments while employed

at PBPL – a positive response indicating that employees value their health assessments by continuing to return to the program each year.

In the second half of the year we focused on promoting social distancing, hand hygiene and reminding employees to work from home if unwell. Employees were also reimbursed for flu vaccines in lieu of providing these at PBPL worksites this year. More broadly, the program also continues to promote nutrition, mental health first aid and awareness training and provide access to the Port's free onsite gym.

Road safety

Promoting road safety for the port community remains one of the key safety priorities at the Port of Brisbane. We have developed a comprehensive Board-endorsed *Road Safety Strategy*, which not only focused on our own staff but also required extensive collaboration with road authorities and our customers and stakeholders.

We approach the issue of road safety through a range of activities such as events, our Port Alert notification system, social media and targeted campaigns. In April and in response to an increase in poor driver behaviour on port roads, we launched the campaign *Coronavirus is no excuse for speeding!*, which included the distribution of car and truck bumper stickers to port businesses and achieved coverage in *The Courier-Mail* newspaper.

This was followed by the installation of infrastructure to support fixed speed monitoring on port roads in May, as well as an increased Queensland Police Service (QPS) presence within the precinct by marked and unmarked Police vehicles, QPS Speed Monitoring Trailers and PBPL's Speed Alert Trailer.



This year's Safety 1 Forum celebrated:

10 years of Safety
1 Forums attended
by over **250 people**

8 Safety Champions
nominated by port
businesses

3 keynote speakers
and **15 trade stalls**

PROSPERITY

Trade

Port of Brisbane is a major import and export trade hub, connecting Queensland and northern New South Wales with global markets. Together with our customers and stakeholders, the port precinct supports thousands of jobs, keeps vital supply chains open and helps deliver regional prosperity.

As Port Manager and as a critical supply chain enabler, our priorities are clear. We remain focused on responding to the needs of our customers, of investing and maintaining port infrastructure, and in facilitating efficient and sustainable trade growth for Queensland.

This year, many of our customers and supply chain stakeholders had already faced significant challenges following ongoing drought and summer bushfires prior to COVID-19. Impacts included certain State Government restrictions placed on vessel movements, disrupted freight flows and border restrictions, major fluctuations in trade volumes and the introduction of government public health directives – all of which contributed to a highly uncertain economic and operational environment.

Trade and marine pricing stability

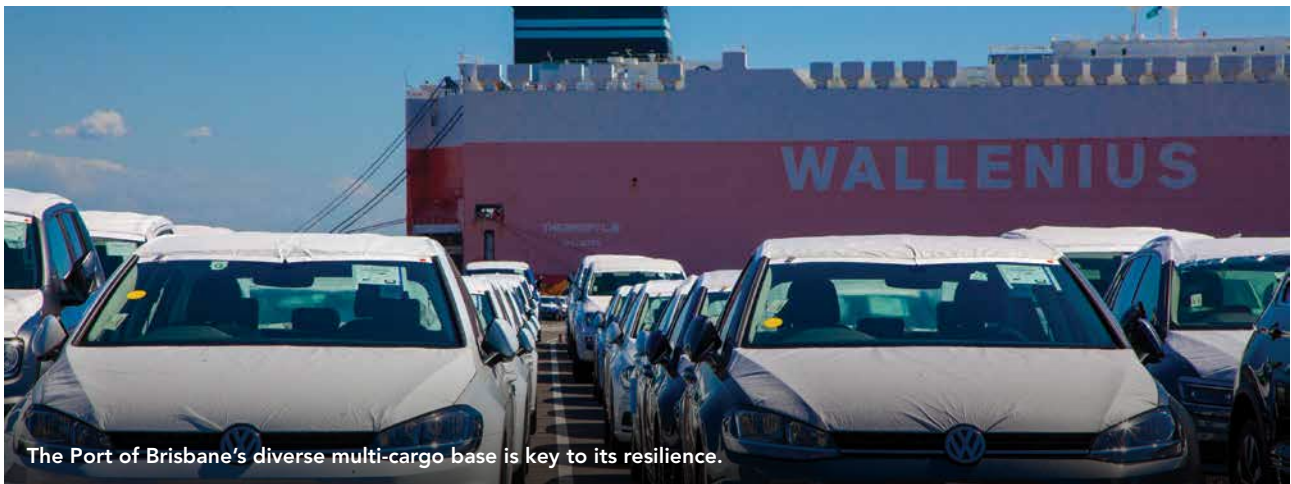
The tonnages of most trade commodities decreased in March and April due to a significant drop in domestic demand and Chinese port closures caused by COVID-19. For the Port, such widespread decline in trade volumes was highly unusual, as generally only key sectors tend to be affected during a more 'usual' economic downturn.

In response to the economic and trade conditions, in May, PBPL sought to provide a level of certainty to our customers by not increasing current annual Trade and Marine Charges in FY21. Overall, the announcement was met with appreciation from customers and industry, with Brisbane the first major Australian port to do so.

Trade overview

Overall trade volumes reflect a challenging FY20; bright spots were overshadowed by the ongoing drought, bushfires, COVID-19 and already sluggish global and national economies. Total container volumes (including empties and transhipments) were 1,303,400 TEU; total full import containers decreased 5.0% to 570,651 TEU while total full export container volumes decreased by 3.2% to 338,762 TEU.

From March, both import and export container volumes decreased on the previous year as imports felt the impacts of Chinese port and industry closures under the country's lockdown measures.



Agricultural export volumes were mostly impacted by the effects of the ongoing drought, which decimated summer crop production. However, in May, some global trade tensions, in particular China's decision to add an 80% tariff on Australian barley exports and its ban on four Australian beef abattoirs, meant some producers that export via the Port of Brisbane had to seek alternate markets.

Motor vehicle imports were significantly impacted by COVID-19, with imports down 22% on FY19 volumes. International lockdowns led to production shutdowns in key markets such as Japan and South Korea, which compounded already historically low consumer demand.

The import of domestic wheat and barley from Western Australia continued through FY20, with increased tonnages on FY19. This was driven by high demand from cattle feedlots and other animal feeds, which continued unabated despite the eastern seaboard receiving good rainfall over autumn. Welcome rainfall allowed many farmers an opportunity to plant winter crops, however with these not being harvested until spring, the domestic import trade had to continue in the interim.

In the wet bulk sector, Caltex shuttered its refinery in April for a regular maintenance program. However due to COVID-19 and resulting low commercial and private demand, the closure was prolonged until demand increases. This saw crude import tonnages drop markedly from May, though the import of refined products such as diesel and petrol increased to a level that met local demand.

Beef exports

Australian beef exporters have again shown their resilience in what has been a challenging year. Welcome rain improved conditions for many graziers in our region, allowing them the chance to rebuild their herds, which is necessary to sustain the industry.

However, the COVID-19 pandemic led to a drop in demand from Chinese markets while it was in lockdown from late January to early March, and later to supply chain disruptions in major processing nations such as the United States of America and Brazil. This allowed Australian processors to capitalise and increase their market share, with strong export volumes maintained over the latter part of the financial year.

The industry has forecast that cattle supply and export volumes will eventually slow in FY21 due to herd rebuilding in the year ahead.



Total containers

1.3 million
TEUs

(includes empties and transhipments)



Total exports (full)

338,762
TEUs



Total imports (full)

570,651
TEUs



A challenging year for import containers

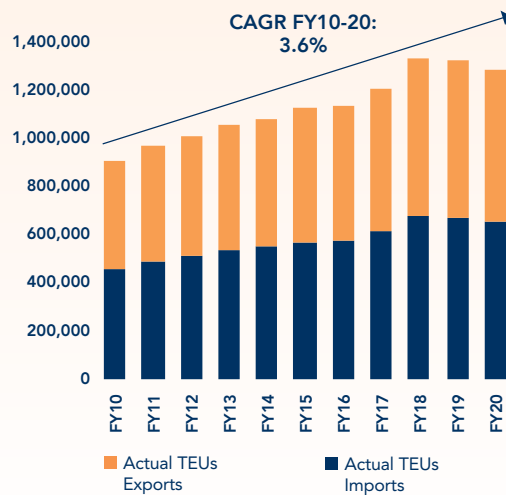
Natural disasters, diminishing consumer confidence and supply chain disruption has impacted import container volumes particularly hard during FY20.

Prior to COVID-19, Australian retailers had endured a difficult period, with discretionary spending and, as a result, sales, impacted by the ongoing drought, low consumer confidence and low wage growth.

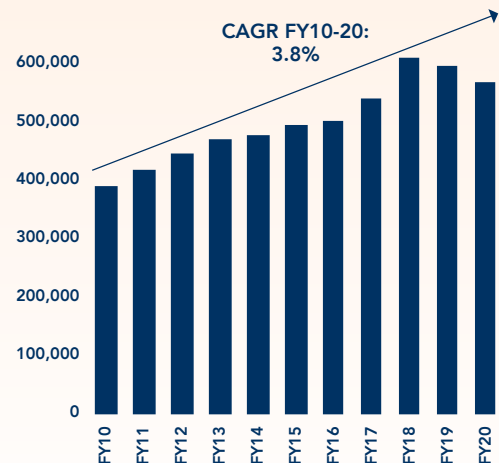
Chinese New Year was early this year, on 25 January. With many retailers and importers adopting 'Just In Time' logistics practices, importers reduced stock orders prior to the Chinese New Year factory closures due to lower than expected Christmas sales. Soon after, China's nationwide lockdown came into effect, impacting all sectors including manufacturing, ports and logistics. This, in turn, impacted Australian importers unable to source goods from China – a nation that supplies over 40% of the country's containerised goods.

As a result, import container volumes were heavily impacted by COVID-19 disruptions, with year-on-year throughput falling by 4.3% over the period of January to June. On a monthly basis, the largest year-on-year declines in container imports was in April (-17.9%), although Port of Brisbane experienced a small rebound in May (+8.0% increase) and June (+7.2% increase). Overall, imports of household items, electrical equipment, whitegoods, building products and machinery were hardest hit, with most of these recording double digit declines in the last six months of FY20. Import volumes are anticipated to be impacted for some time as Australia navigates its way out of COVID-19 restrictions but experiences recessionary economic conditions.

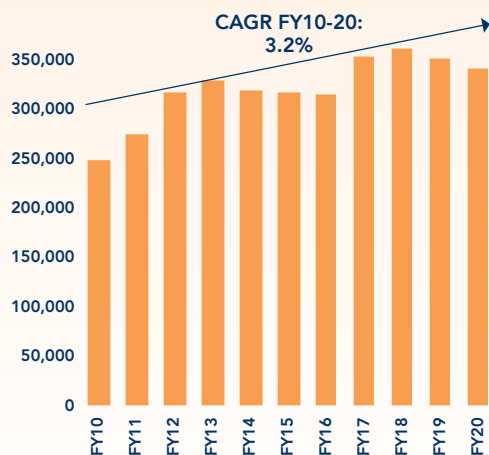
Total containers (TEUs)



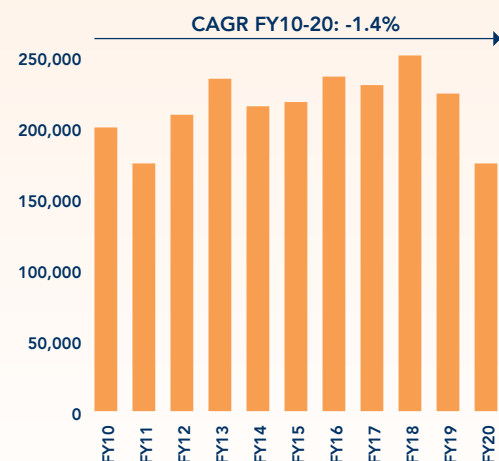
Full container imports (TEUs)



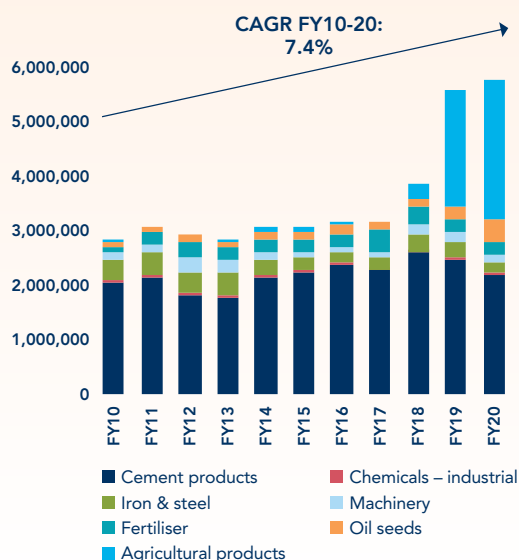
Full container exports (TEUs)



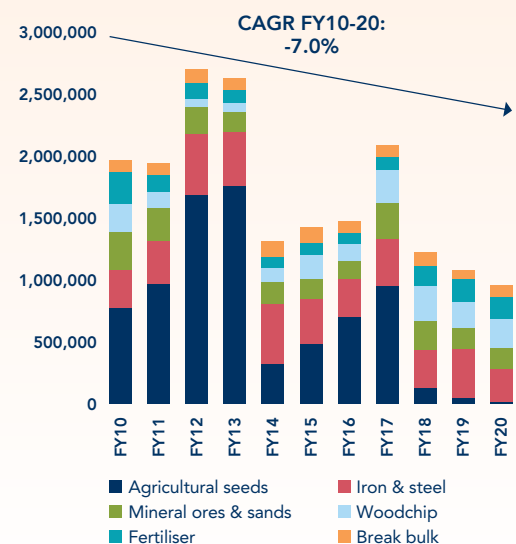
Motor vehicle imports (units)



Key dry bulk imports (tonnes)



Key dry bulk exports (tonnes)



Property

Port of Brisbane property provides access to Australia's pre-eminent location for trade-related business. As an experienced property developer and manager overseeing one of Queensland's largest industrial landholdings, we take a long-term view to the partnerships created with our customers and tenants.

Port of Brisbane's five distinct property precincts support a diverse range of land uses including industrial, transport operations, marine infrastructure, retail/commercial and environmental buffers. PBPL oversees the development of port land, guided by our long-term *Master Plan* and planning tools such as the *Brisbane Port Land Use Plan 2015 and Technical Guidelines 2019*.

Our dedicated Property, Infrastructure and Sustainability teams work closely with customers to design and deliver flexible, purpose-built facilities that meet their specific needs, helping to increase operational productivity and reduce logistics costs. Our onsite Property Management and Facilities Management teams continue to support customers after they move in.

Where practical, we seek to incorporate elements of sustainable design into all new projects. Recent developments for Fisher & Paykel and DNV Transport represent new benchmarks of sustainable design for PBPL as we work towards achieving a 4-Star, Green Star equivalent on all new property development projects.

COVID-19

Our construction sites adapted quickly to government public health and movement restrictions, implementing new measures and modifying others to conform. While this, in turn, impacted the ability of some client representatives to attend site, PBPL and our contractors replaced site meetings and visits with increased video calls, photography and other communication methods to keep them up to date with progress. On site, Principal Contractors and their sub-contractors also put in place measures to increase hand hygiene and implement social distancing on breaks and shift times as well as work activities (where it was safe to do so). Our contractors also worked with their suppliers to manage delays in product deliveries from interstate or overseas as a result of border restrictions or overseas port closures.

Bringing new land online

In May, over 18 hectares of developable land was made available at the Future Port Expansion area following the completion of reclamation and surcharging works led by PBPL's Infrastructure team. Already serviced by road infrastructure, this land is available to the market.

With our Port West industrial estate continuing to attract new customers, progression of planning and ground improvement works for Stage 2 of the estate – approximately 26 hectares of land – is underway. We are targeting the completion of estate master planning and approvals process during 2021, which will allow for the new land to become available to the market from 2022.



We're supporting an expanding port community:

4 new property tenants welcomed

31.35ha of land was leased or commenced construction

4 existing customers expanded their operations

Opened **35,000sqm** of new warehousing and customer facilities



Fisher & Paykel

In June 2020 we welcomed global appliances brand Fisher and Paykel as a new customer to the Port; relocating from its existing Cleveland facilities to a new, purpose-built 20,000sqm Queensland Distribution and National Service Centre for both Fisher and Paykel and its parent company, Haier.

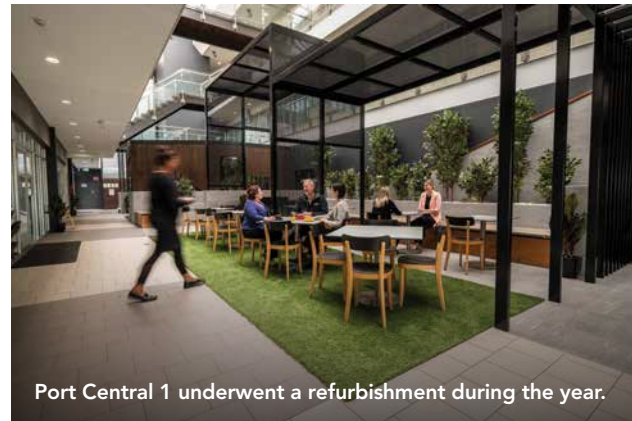
Principal Contractor, FKG, and many of the lead consultants including SPARC Architects were re-engaged after the successful delivery of our Steelforce development, given the time sensitivities of the project. The project was negotiated, designed and delivered in less than 12 months from the date of the Heads of Agreement, testament to a wholly collaborative and transparent design development approach between all parties.

The collaborative approach also resulted in the design outcome becoming Fisher & Paykel's global standard for six new distribution centres across Australia, New Zealand and Asia. Key design features include 100kW solar array (with the potential to allow for a much larger solar system), rainwater storage and recycling, eight recessed loading docks and four on-grade docks, and an automated Kardex machine for the storage and retrieval of spares.

DNV Transport

Construction commenced in April 2020 on a new warehouse facility in our Port West industrial estate for local South East Queensland transport and logistics company, DNV Transport, with the project delivered and completed in July by Principal Contractor, McNab.

The 10,600sqm site comprises a 1,500sqm warehouse for storage, packing and unpacking as well as a 300sqm office facility, a 6,360sqm floodlit container rated hardstand with six refrigerated container charging stations and six fumigation pads, a washdown bay and workshop. It also has a 100kW rooftop solar installation along with other sustainable design features including energy and water efficient electrical and hydraulics fixtures and fittings, as well as rainwater tanks for uses including the wash bay and landscaping irrigation.



This new facility brings the family-owned business closer to the Port's terminals and wharves and is an example of our ability to facilitate the growth and development of smaller customers.

Port Central 1

In September 2019, we completed a refresh of the Port Central 1 precinct to reinvigorate leasing opportunities for the underutilised building. Works included the relocation of the gym and Port Café from the Port Office, a complete refurbishment of the ground floor lobby and various external landscape works.

Soon after completion, the building was 100% occupied having welcomed marine surveyors Plumley Pearson & White and providing additional accommodation for long-term port customer, BMD.

Property movements within the Port

In October 2019, we concluded negotiations with LOGOS for a 40-year ground lease on Fisherman Island, to allow them to develop the Port's first cold store and distribution facility for one of Australia's largest meat processors and exporters. The 28,550sqm site adjacent to the recently completed Silk Logistics warehouse on Curlew Street, will house a 12,200sqm facility up to 25 metres high in some areas. The highly specialised construction and fit out will take two years to complete.

With its recently completed facility at capacity, Portgate Properties has secured an additional three hectares for the development of a further warehouse and hardstand areas. Construction is expected to commence in the second half of 2020.

Enhancing port access

Optimising access to and from the Port is critical for the Port's functional efficiency. We seek to safely and sustainably achieve this by focusing on efficiency, port configuration and connectivity.

The proactive management of road, rail, channel and infrastructure assets is key to optimising port access. We recently delivered major road connectivity improvements through the completion of our \$110 million Port Drive Upgrade road project, while enhancing marine access with the introduction of NCOS Online (Nonlinear Channel Optimisation Simulator) and the construction of a second swing basin. However, the underutilisation of freight rail presents a significant challenge to the Port and our customers as well as the broader South East Queensland community in terms of its liveability and environmental impacts. In 2019/20, less than 2% of containers moved through the Port on rail.

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

Waterside infrastructure

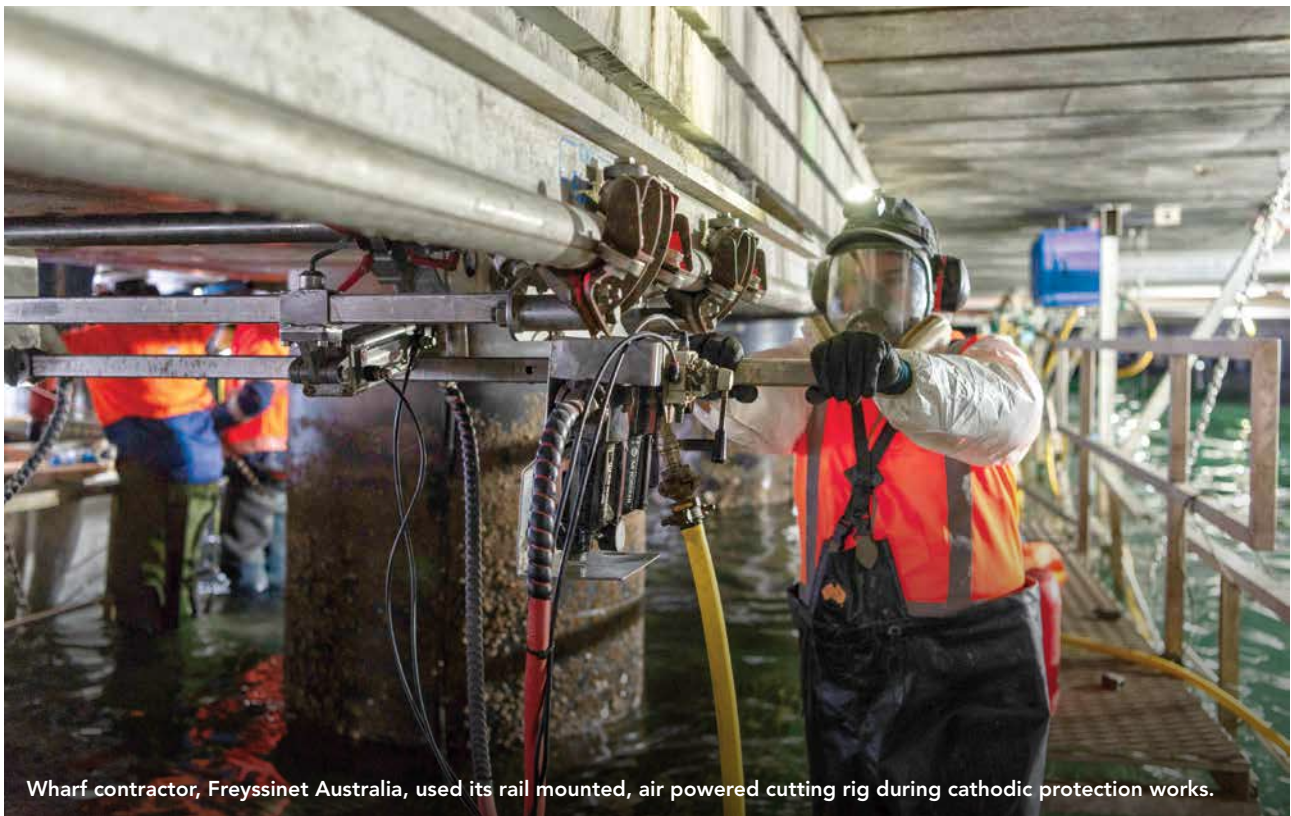
It's vital that our wharf and channel infrastructure keep pace with the demand of larger vessels seeking to call in Brisbane. The Port now regularly welcomes 8500+ TEU vessels and has the capacity for even larger vessels; we're enabling this through new investment, a significant asset management program, and our world leading NCOS Online vessel traffic management technology.

Bollard replacement program completed

The opening of the second swing basin in April 2019 significantly boosted the Port's capacity to accommodate larger container vessels and also freed up capacity for agricultural and bulk customers. During the year, we completed the replacement and installation of higher capacity bollards along all container berths (berths 4 to 12). This work was completed over a two-year period, with our contractor, McMahon Services Australia, working around shipping schedules and weather conditions, and we thank our customers for their patience and assistance during this time. The 150 tonne-rated galvanised bollards were designed specifically to fit the existing Port of Brisbane wharves with safety upgrades to some of our older wharves also being completed as part of this project.



Installation of higher capacity bollards along all container berths have helped increase wharf capacity.



Wharf contractor, Freyssinet Australia, used its rail mounted, air powered cutting rig during cathodic protection works.

Protecting and maintaining wharf infrastructure

Another long-term project underway is the cathodic protection upgrades to wharves 1 to 3 operated by AAT; a multi-year project due to the highly intensive work carried out by Freyssinet Australia, with restricted access under the wharves. The installation of a sophisticated corrosion prevention system on the underside of the wharves will protect the embedded steel reinforcement of the concrete structure and extend the life of the wharves. During 2019/20 the upgrades were completed for wharf 3 and largely completed for wharves 1 and 2, and we thank AAT for its support during the project. We expect to begin works on the Port's coal wharf in 2020/21.

Our engineering and hydrographic surveying teams have worked with SMEC consultants to develop and implement an innovative approach to surveying that has provided PBPL with key data on the underside of our wharf structures and the immediate revetment interface. It has provided better visibility, allowing structural elements to be objectively and safely assessed and monitored for long-term movement. This is part of our ongoing management and enhancement of port assets.

Broadening NCOS Online

Our world leading NCOS Online technology, developed in partnership with Seaport OPX, 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. Since its implementation at the Port in 2017, NCOS Online has already greatly improved access for shipping lines by reducing transit times and improving efficiency for customers. It also provides a greater level of accuracy in vessel behaviour for the Regional Harbour Master and has deferred the need for capital dredging.

Together with Seaport OPX and other stakeholders, we're seeking to broaden the application of the technology through the development of additional modules aimed at providing further safety, productivity and efficiency benefits for stakeholders including shipping lines, pilots and towage operators, and terminal operators as well as the Regional Harbour Master.

We are working towards the development of five new modules, which are subject to acceptance and approval by all stakeholders and regulators including an Online Mooring Analysis Module, Vessel Loading Module, Vessel Swept Path Module, Detailed Wind Module and Air Ambience Monitoring Module.

Enhancing port access

Landside efficiency

We work with our customers and industry to improve efficiency for landside operations, as well as improving landside access by road and rail. Our quarterly Landside Logistics Forum provides broad stakeholder input into the opportunities and challenges identified by our customers and stakeholders.

As a key node in the supply chain, our focus on enhancing port access extends beyond the port precinct. In order to support the anticipated growth in both trade volumes and South East Queensland's population, it is critical that our region has sustainable and efficient freight connectivity to the Port of Brisbane via road and rail.

Building momentum for a dedicated freight rail connection

Connecting Port of Brisbane to the Federal Government's Inland Rail project with a dedicated freight rail connection remains a major focus of our strategy to improve road and rail access to the Port, and we continue to advocate at all levels of government with the support of our customers and industry stakeholders.

Currently, less than 2% of containers are transported to and from the port by rail; significantly lower than the 20-30% rail freight modal share noted in many major cities internationally. This places significant pressure on the broader road and passenger rail network and has the potential to constrain trade growth at the Port.

The last mile

In September 2019, we released a report prepared by Deloitte Access Economics (DAE) for PBPL that outlined the enormous benefits a dedicated connection could bring to the Queensland economy and community.

The report's analysis shows that without a port connection, the freight that our region relies on will continue to be moved almost entirely by trucks; increasing congestion, emissions and road safety risks well into the future. This significantly impacts the community and puts the competitiveness of our region's freight sector at risk.

Federal and state support

In November 2019, we welcomed the allocation of \$20 million from the Federal Government, plus a matching in-kind contribution from the Queensland Government, to support the planning required to directly connect Inland Rail to the Port of Brisbane. The funding was allocated as part of the finalisation of negotiations between both levels of Government for the Queensland leg of Inland Rail.

Funding a business case will allow all parties to assess demand, financing, design and timing for this project; it's PBPL's strong view that it should also lead to corridor preservation as an immediate priority.



2.4 million

trucks off the road

- Making **roads safer**
- Making **communities more livable**
- **Reducing emissions** from trucks



\$820 million

annually in economic and community benefits

- **More jobs** for Queensland
- Boosting **Queensland trade**
- Reducing **congestion** and **road maintenance**



The Port of Brisbane's 224ha Future Port Expansion area.

FPE ground improvement works

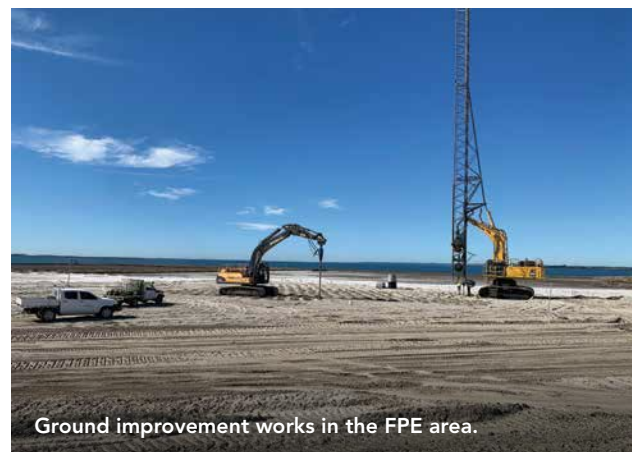
At 224 hectares, our Future Port Expansion (FPE) area provides Port of Brisbane with room to grow for decades to come. Our teams continue to undertake ground improvement works at both the FPE and Port West industrial estate to progressively bring new land online for future development opportunities. Materials placed in these sites predominantly come from channel maintenance programs.

This year, we've continued ground improvement works across two FPE paddocks, known as C1 and C2. With wicking complete in the project area, we are relocating approximately one million cubic metres of surcharge soil material to the site from a previously improved section of the C1 paddock. The wicks placed by Principal Contractor, MGN Civil, are among the longest in Australia, reaching almost 40 metres into the ground, and are used to remove excess water from the soft underlying marine soils. The removal of surcharge from the previously improved C1 paddock provides over 18 hectares of new, developable land already serviced by road infrastructure.

At our 89-hectare Port West industrial estate, stormwater drainage infrastructure has been relocated from within the downstream half of the estate and ground improvements are progressing in line with the estate Master Plan.

Asset Management Framework

Our Asset Management Team is implementing PBPL's Asset Management Framework, which includes the development of a centralised Asset Management Information System for all PBPL asset classes including wharves, roads, buildings, underground services and vessels. This system manages information for maintenance inspections, repairs and renewals over the long-term. Improved information will enable PBPL to continuously improve asset management practices to minimise risks to assets and stakeholders, defer and reduce costs, and improve long-term business planning capabilities.



Ground improvement works in the FPE area.

Brisbane International Cruise Terminal

The new \$177 million Brisbane International Cruise Terminal (BICT) reached practical completion in July 2020 with the project supporting, on average, 245 jobs annually during construction. We believe the new facility will play a key role in the cruise industry's recovery in Queensland following the significant impacts of COVID-19 on the industry globally.

COVID-19

In response to COVID-19, PBPL, the project's Principal Contractors and their sub-contractors adapted onsite work practices to fully comply with government public health directives. While worker health and safety remained paramount, continuing construction also supported local jobs.

Wharf

The 208m wharf reached practical completion in March and can accommodate the largest cruise ships in the world. It was delivered on time and within budget by Principal Contractor Brady Marine & Civil, together with its sub-contractors.

A key element of the wharf structure are the four mooring dolphins – each comprising a single monopile 42m long and 4.3m in diameter; part of an innovative design change led by Brady Marine & Civil with designers Madsen Giersing.

The new design delivered substantial cost-savings and were 25% faster to install. To the best of our knowledge, they are the largest diameter nearshore piles driven in Australia and with other ports already expressing an interest, the design has the potential to deliver widespread industry benefits.

Demonstrating the strong collaborative approach adopted by all BICT contractors, Brady Marine & Civil worked with the terminal and building contractor, Hindmarsh Australia, to install a number of elevated walkway modules using its 500-tonne barge mounted crane. This resulted in efficiencies and safety benefits for the project.

Terminal and building

Principal Contractor, Hindmarsh Australia, delivered the terminal and building, which reached practical completion in July 2020. The project reached peak employment numbers in March, supporting many local jobs.

The design utilised pedestrian modelling and consultation with industry stakeholders to optimise the building's size and layout, while ensuring flexibility in the design to accommodate for potential developments within the industry.

While the terminal, building and car parks were designed and built to meet the National Construction Code on disability access and facilities, we also engaged a specialist accessibility consultant to review the designs to provide advice on how we can further improve the experience for passengers with additional assistance needs.

Other elements of the facility were delivered by separate contractors, notably the passenger boarding bridges and the solar car park.



PBPL team onsite at the new terminal during construction.



Wharf Principal Contractor, Brady Marine & Civil, used specialist equipment to install the monopiles.



Arrival of the Passenger Boarding Bridges.

The two passenger boarding bridges arrived on schedule in August 2020 – the last major pieces of equipment required to complete the facility. Together with the elevated passenger walkways, these connect the vessel to the terminal building. Delivered by Rate Australia, the bridges were manufactured by Adelte in Spain; the only supplier currently supplying this specialist equipment globally.

Autonomous Energy commenced construction of an 800kW solar installation for Car Park 1 (closest to the terminal building). The solar structures will offer a shaded car park option for passengers while also providing significant renewable energy for PBPL, generating around 1,300MWh of power each year – the equivalent of powering approximately 106 homes. The installation is expected to be completed in September 2020 before being ‘energised’ and producing renewable energy in October.

A world-class facility

The BICT is a purpose-built, dedicated cruise facility that will provide a world-class passenger experience and support Brisbane’s cruise industry for decades to come.

It comprises:

- 10,000sqm terminal building set over two storeys
- 208m wharf connected to the terminal by an elevated passenger walkway and two passenger boarding bridges
- dedicated arrivals, check-in, security screening, immigration and quarantine areas
- luggage collection and drop-off
- café and light retail
- onsite long and short-term paid car parking
- transport areas for buses, taxis, rideshare, private vehicles and cargo
- open public spaces including an undercover plaza area and waterfront promenade.

Construction supporting local industries and jobs



Wharf

100% wharf piles manufactured in Brisbane, transported by local hauliers

100% wharf concrete (poured onsite and precast) supplied by Brisbane concrete plants

Local trades included carpenters, steel fixers, concreters, electricians, plumbers, steel fabricators and pile wrappers



Terminal building

100% terminal building’s glass supplied by local glaziers

100% terminal building concrete supplied by Brisbane concrete plants

Local trades included electricians, roofer, plumbers, plasterers, carpenters, steel fixers, concreters, construction workers and glazing

Brisbane International Cruise Terminal

Business and operational readiness

Our Business Readiness team continues to work with key stakeholders as we transition the BICT from a construction project to a new business. This includes how the facility and car park will be operated and maintained, establishing commercial systems and processes, ensuring all security and technology requirements are ready, and ensuring a high-quality passenger experience getting to, and within, the BICT.

The cruise industry is rapidly adopting technology across all areas of its operations; as a result, the BICT's technology infrastructure has been established to support growth, flexibility and cyber security. As a greenfield site, it also provided an opportunity for PBPL to take advantage of digital trends including software defined networking, digital sensors, building information modelling, and data automation for ongoing analytics.

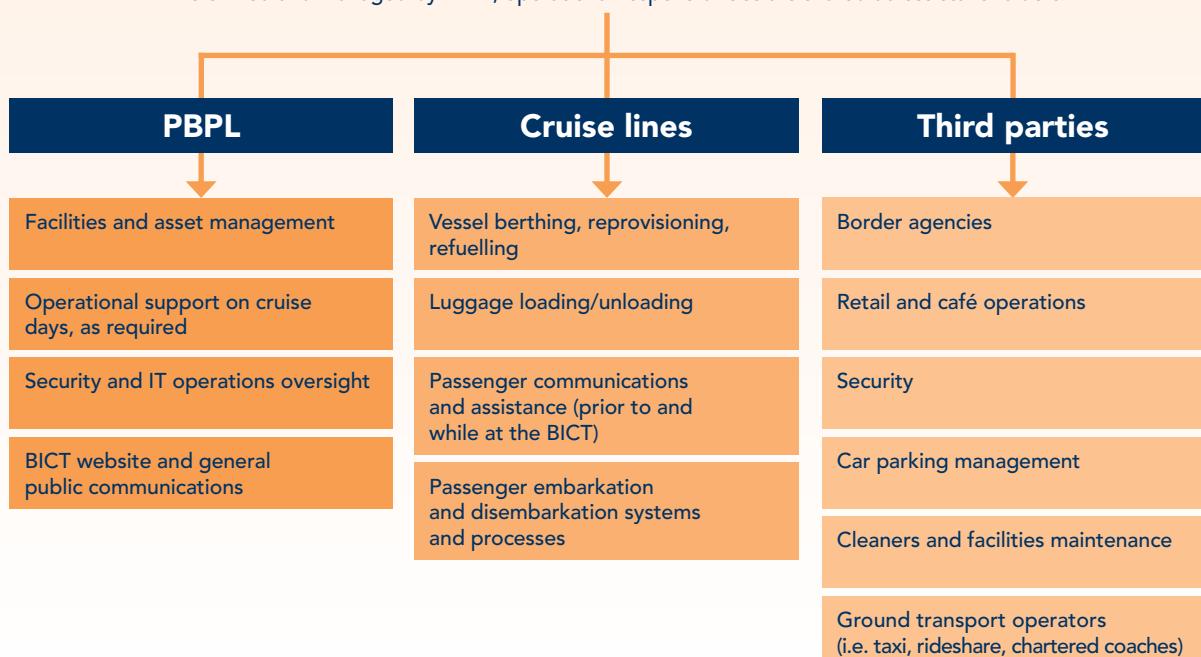
Passenger experience and engagement

The passenger journey is a key consideration; particularly raising awareness of the terminal's location and its services and facilities. A significant amount of work has been completed, or is underway, including installation of new directional road signage along the main routes into Brisbane and throughout Pinkenba, extensive wayfinding signage throughout the facility, a dedicated BICT section on our website, and a public awareness campaign.

We have also continued to engage extensively with key industry, tourism and government stakeholders as well as the local community. Engagement has focused on providing construction and operational updates, ensuring the facility meets key stakeholders' operational and business requirements, and ensuring the BICT supports local and state tourism strategies.

Brisbane International Cruise Terminal

While owned and managed by PBPL, operational responsibilities are shared across stakeholders.





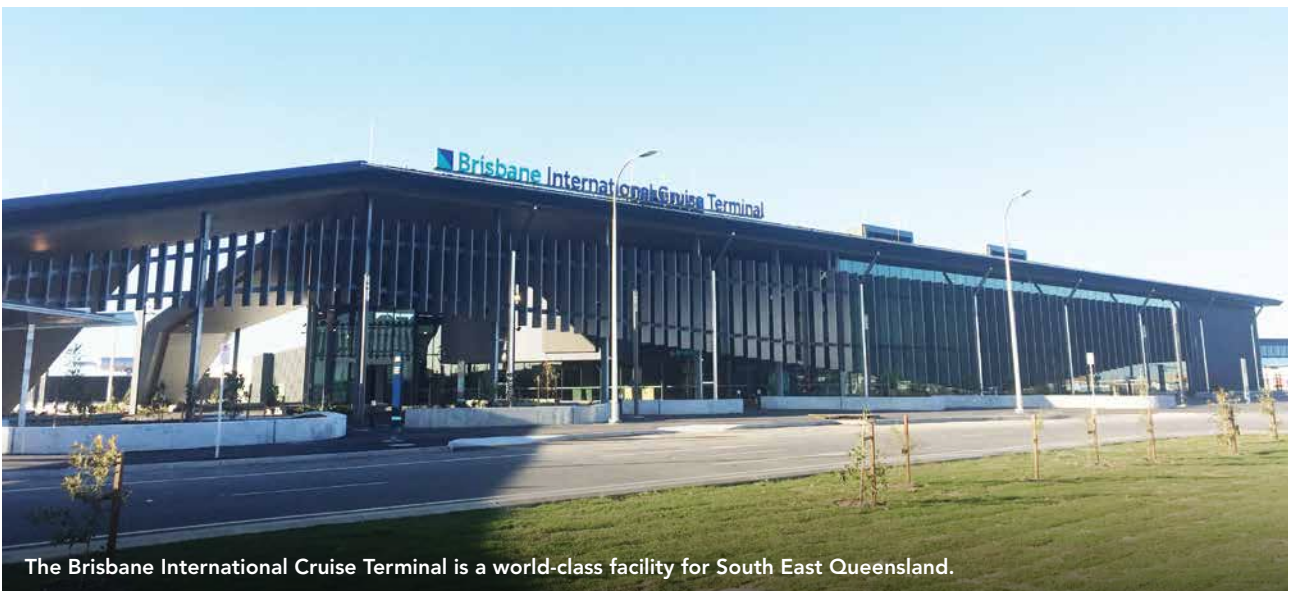
Aerial view of the Brisbane International Cruise Terminal's construction (July).

Getting ready for opening

From August 2020, the BICT will undergo an operational readiness period – a comprehensive program of facility testing and proving trials involving all key project stakeholders. A core objective is to ensure the workforces of major stakeholders – including cruise lines, security and car parking contractors, and border agencies – are confident ahead of day one and engaged in the operational readiness process.

This aligns with operational responsibilities on cruise days where cruise lines have responsibility for vessel operations, logistics, passenger communications and services; other functions are delivered by third parties including border agencies and retailers.

Wilson Parking will manage all aspects of the BICT's car parking operation including bookings, onsite management and associated infrastructure. Australian Border Force and the Department of Agriculture, Water and the Environment will also have a presence in the facility to ensure it meets all government border and biosecurity requirements.



The Brisbane International Cruise Terminal is a world-class facility for South East Queensland.

In focus:

APL England recovery effort

In May, PBPL and its stakeholders facilitated a major recovery effort of the *APL England*, when the stricken vessel sought safe entry into the Port of Brisbane after it received extensive damage during adverse weather off the central coast of New South Wales.

The *APL England* was en route to Melbourne from China when it reported a temporary loss of propulsion during heavy seas and experienced heavy rolling, causing container stacks to collapse with 50 containers reported to have fallen overboard.

Led by Maritime Safety Queensland (MSQ), the operation to receive the vessel and complete the discharging of damaged containers involved a wide range of stakeholders including:

- Australian Transport Safety Bureau (ATSB)
- Australian Maritime Safety Authority (AMSA)
- Queensland Police Service – Water Police (QPS)
- Queensland Fire and Emergency Services (QFES)
- AAT
- ANL
- Brisbane Marine Pilots (BMP)
- PBPL
- Plumley, Pearson and White
- Qube
- Svitzer Towage.

Prior to its arrival and during its transit through the channel, MSQ and PBPL worked with key stakeholders to put in place mitigation measures to either reduce or respond to potential risks associated with damage to the channel or wharf infrastructure, environmental pollution, further loss of containers and, of course, the safety of personnel, commercial and recreational vessels.

After re-routing north, the *APL England* re-anchored at Port Cartwright – the entrance to the Port’s navigational channel – while AMSA and MSQ conducted initial safety inspections before it was carefully manoeuvred through the channel and moored at the AAT Terminal.

MSQ closed Brisbane’s navigational channel to support the meticulously planned operation, which saw the vessel carefully guided through the channel by BMP and Svitzer Towage. PBPL’s Marine Crew, Hydrographic Surveyors and Security teams were also on-water during the transit in the event further debris fell off the vessel. The channel was also secured by QPS to ensure the safety of all vessels, including recreational craft.



Containers overhanging the vessel sides.



A water cannon was used to cool and wet all the containers and exposed cargo down after cutting at rear.



The APL England safely berthed at the Port.

Landside, the complex operation continued, with Qube leading the salvage operation. Prior to starting, Qube engaged all stakeholders to ensure all expertise and risks relevant to the operation were considered to prioritise the safety of people and infrastructure.

Under a comprehensive safety plan, QFES remained on standby to provide emergency and fire services while mitigating any potentially dangerous goods risk. And prior to discharge, the damaged containers were surveyed by Plumley Pearson and White to inform the removal plan and help identify safety risks. A number of containers were precariously hanging off the vessel in a near horizontal position, creating additional challenges.

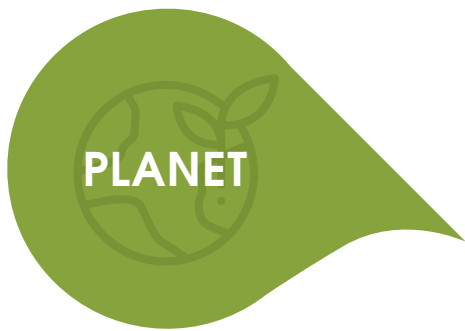
In total, over 140 damaged containers were carefully and methodically removed from the vessel. Once the damaged containers were removed, the vessel moved to DP World and the entire ship was discharged. Due to its complexity, the operation took over three weeks to discharge all containers and enable the vessel to return to Singapore for repairs to deck equipment. It remained at the Port of Brisbane before being released by AMSA.

It was an extraordinary effort and PBPL thanks all customers and stakeholders for their expertise and collaboration to ensure the recovery operation was successfully and safely completed. We commend ANL/APL for their concerted efforts to recover any environmental impacts resulting from this unfortunate incident.



Led by MSQ, the APL England recovery required a major collaborative effort involving a wide range of stakeholders.

- **ATSB** – Led the investigations relating to marine and the transport of the vessel
- **AMSA** – Led investigations regarding safety compliance including Australian and international maritime safety standards as well as environmental protection requirements
- **MSQ** – Coordinated the operation and provided a vessel and rigged spill containment boom around the APL England for oil pollution support
- **QPS** – Secured the area to ensure recreational vessels stayed a safe distance
- **QFES** – Provided onsite emergency and fire services
- **BMP and Svitzer** – Helped manoeuvre the APL England through the channel to its berth
- **AAT** – Provided safe mooring facilities at the Port
- **Qube** – Led the operation to discharge damaged and salvageable cargo
- **Plumley, Pearson & White** – Surveyed damaged containers
- **PBPL** – Provided a port refuge and operational support; placed Marine Crew and Hydrographic Survey teams on standby during transit in case of debris falling from vessel; facilitated media access; provided alerts for the port community.



Climate change

We recognise that climate change has the potential to impact and create many challenges to port operations in both the short and long-term. As Port Manager, PBPL takes a proactive approach to managing and mitigating climate change risks, enabling us to improve our adaptive capacity and make informed decisions.

As a coastal asset, Port of Brisbane infrastructure – including the shipping channel, wharf and quay line assets, and land-based assets including terminals, buildings and landside infrastructure – is susceptible to a changing climate and as such, our planning and development must be resilient against potential impacts.

During the year and building on the work completed in 2019, PBPL undertook risk assessments of the direct and indirect impacts that climate change may have on the Port of Brisbane and our operations. The direct risk assessment identified the impact that climate change may have on Port infrastructure while the indirect risk assessment identified the impact that climate change may have on certain commodities that are imported and exported through the Port.

Climate change scenarios were used to predict the impacts on the Port. The scenarios used were based on the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCP). Two scenarios (RCP 6.0 and RCP 8.5) and two timescales (2050 and 2090) were applied for the direct and indirect climate change risk assessments:

- RCP 6.0 – High climate change scenario, projecting 2.2°C global temperature increase
- RCP 8.5 – Very high climate change scenario, projecting 3.7°C global temperature increase.

The direct impact risk assessment was completed using the Non-Linear Channel Optimisation Simulator (NCOS) Online Climate Change Risk Module, developed in partnership with Seaport OPX. It uses scenario modelling to better understand potential climate change risks to port infrastructure and operations in a local context. A consultant was engaged to complete the indirect risk assessment which involved high level research and various internal workshops. Acute and chronic climate change risks and opportunities, as well as decarbonisation or transition risks, were considered during the assessment.





The direct risk assessment identified that, due to the Port's historic strong focus on identifying and managing climate change risks and the way in which the Port has been planned, developed and maintained, the risks to PBPL infrastructure were low. The direct risks have been summarised in the table below:

Risk	Impact
Sea level rise	<ul style="list-style-type: none"> • Minor, temporary inundation of port infrastructure (wharves, roads etc.) resulting in operational disruption • Loss of environmental assets
Increased severity of weather events	<ul style="list-style-type: none"> • Damage to port infrastructure • Increase in flood events resulting in increased sediment in the shipping channels • Damage to environmental assets • Changes to ship manoeuvrability • Interruption to Port operations (including services)
Temperature increase	<ul style="list-style-type: none"> • Increased damage to Port infrastructure (roads), interruption to operations due to increase in heat waves (safety), damage to utilities

Potential opportunities associated with managing climate change risks include continued diversification of the Port's trade base and increased investment in and adoption of renewable technology (i.e. solar) that would deliver benefits to both the Port and our customers.

The information provided by both risk assessments will enable PBPL to make better and more informed decisions regarding the management and future development of the Port while increasing our resilience to climate change risks.

Our operations, projects and planning are guided by our ISO14001 accredited Environmental Management System (EMS).

Resource management



For PBPL, effective resource management is key to reducing our overall impact footprint.

Target Zero is our business-wide strategy which seeks to achieve net zero emissions, zero waste to landfill and net positive water by 2030. Launched three years ago, it focuses on our main operations and all PBPL-operated sites – Port Office, Brisbane Multimodal Terminal (BMT), *TSHD Brisbane* and the Operations Base. From next year, it will also include the Brisbane International Cruise Terminal.

Energy efficiency and emissions management

Achieving our Target Zero strategy requires PBPL to embrace a proactive and ambitious approach to reducing our emissions. Our operations typically use a large amount of energy; the largest source of emissions is generated by fuel use for our marine fleet as well as grid drawn electricity for the operation of PBPL-owned buildings.

This year, we developed an *Energy Transition Plan* to assist PBPL in achieving its 2030 emission reduction targets and to create opportunities through renewable energy technology. The plan has identified multiple opportunities using different energy types as well as trial and transition dates for PBPL operations.

We have continued to implement energy efficiency and emissions reduction solutions throughout our operations. While we have not seen a significant reduction in our emissions against the baseline data, the *Energy Transition Plan* provides direction to ensure we meet our future emissions targets.

We have commenced investigations to capture Scope 3 emissions (emissions generated from indirect sources associated with our business); data systems are being developed to capture information for future reporting.

This year, PBPL focused on the delivery of solar power installations, including the installation of two 100kW rooftop systems on tenanted sites as well as the installation (due for completion in September 2020) of a 800kW solar shaded car park at the Brisbane International Cruise Terminal.

Water

To achieve our Target Zero goal of achieving net positive water for PBPL-operated sites and operations by 2030, our water reduction strategy commits us to using more rainwater and recycled water to reduce our reliance on potable water.

We have implemented numerous water-saving initiatives across our operations such as using saltwater for dust suppression on our construction projects, installing smart water meters, collecting rainwater and using greywater recycling at the Port Office.

This year, our water usage was 1,589kL up from 1,483kL in FY19. The slight increase was due to vessel servicing of our marine fleet.

Powering the Port through solar

As part of our significant investment in renewable energy, three new solar systems are currently being installed on PBPL-managed buildings.

This includes the 800kW solar shaded car park at the BICT – the largest solar installation by PBPL to date. This installation will generate around 1,300MWh of power each year, the equivalent of powering approximately 106 homes.

By the end of the year, over 1,300 kW of solar energy will be installed and operating on PBPL-managed buildings across the Port, producing over two million kWh of energy annually – enough to power over 170 homes!



PBPL's organic waste is used on local tree planting projects by B4C.

Reusing our organic waste

Since 2018, our organic waste program has reduced the amount of food and organic waste going to landfill by over six tonnes!

Instead, our organic waste is composted and collected by local environmental not-for-profit organisation B4C who use it in their fertiliser for native species planting around greater Brisbane.

This includes the tree planting activities that we're supporting with B4C as part of our \$355,000, five-year partnership. Two years into the partnership, over 3,220 trees have been planted so far.

Waste

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

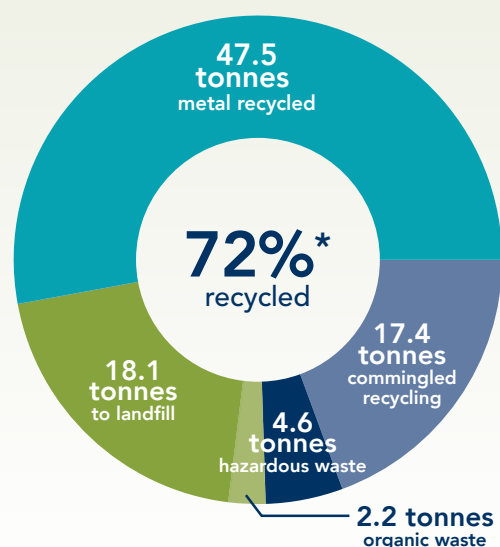
Through our Target Zero strategy and commitment to achieve zero waste to landfill by 2030, PBPL has implemented a *Waste Management Plan* which aligns with a waste hierarchy that promotes waste avoidance and identifies the most preferred method of waste management.

During the year, we reinvigorated our broader recycling program to ensure waste is separated and reused or recycled where possible, working with our employees, port customers and local community groups to help drive change.

Since its implementation across all PBPL worksites and the *TSHD Brisbane*, our container recycling program has collected over 20,000 plastic and glass bottles and raised over \$1,750 for our 2019/20 Employee Charity, Drought Angels. We've also assisted four port customers to implement the Containers for Change initiative in their operations. And, led by our team at the Operations Base, our metal recycling program has raised over \$4,000 for charity and saved 47.46 tonnes of metal from landfill.

During the year, a waste audit was undertaken for the BMT, Operations Base and Port Office. The audit found that while the majority of waste generated is being disposed of correctly, it also identified improvements that could increase recycling and overall waste avoidance. The audit outcomes, and our plans to implement them, were presented to all employees to increase awareness, which will ultimately help us to achieve our 2030 Target Zero waste target.

Total waste generated and recycled



Energy consumption by type (GJ)**

Energy type	FY18	FY19	FY20
Diesel	134,775	131,322	135,248
Unleaded	218	212	179
Solar	677	794	1,399
Electricity	15,581	15,068	15,262
Total	151,385	147,396	152,088

GHG emissions by scope (tCO₂e)**

Energy type	FY18	FY19	FY20
Scope 1	9,436	9,194	9,466
Scope 2	3,506	3,390	3,434
Total	12,942	12,548	12,900

* Recycling high due to site clean out of metal at the Operations Base.

** PBPL undertook an internal data quality assurance process in FY20 which identified inaccuracies in data. PBPL has since improved the data capture and analysis process.

Biodiversity and habitat management

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

Environmental monitoring

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

Program	Key outcomes 2019/20
Migratory shorebirds	Wader numbers have remained broadly consistent and the Port continues to be an internationally important roosting area in Moreton Bay. Floating shorebird roosts are being trialled at the Port to encourage wader species to use alternative roosting locations. Bird counts were cancelled from March – June 2020 due to COVID-19.
Seagrass health	Seagrass remains in good condition and is consistent with historical data. There is continued expansion of seagrass meadows, particularly adjacent to Fisherman Islands, representing a critical ecosystem in the western Moreton Bay Region.
Mangrove health	Mangrove health has remained relatively stable, consistent with previous surveys. High-resolution satellite imagery, together with targeted field surveys, demonstrate a robust means of tracking mangrove health at the Port.
Reclamation area	Not completed due to COVID-19.
Nest boxes	42.6% of nest boxes had native species present and 68.1% of nest boxes indicated usage by native species.
Sediment sampling and analysis	All dredged material determined as suitable for ocean placement (in accordance with permit conditions).
Weeds	Weed species remain stable across the Port and results are consistent with previous surveys. Rehabilitation work has occurred at Port West and weed reduction has been observed. No targeted national priority pest plants listed by the Commonwealth Department of Agriculture and Water Resources have been recorded within or directly adjacent to PBPL land.
Air quality	Most readings were within <i>National Environment Protection Measure</i> guidelines. However, during October to December 2019 significant regional bushfires occurred and 34 PM10 and 25 PM2.5 exceedances were recorded as a result.
Potable water	Within <i>Australian Drinking Water Quality Guidelines</i> – no exceedances.

Biosecurity

As an international gateway, the management and monitoring of biosecurity threats at the Port of Brisbane is integral to helping protect Australia against the entry and spread of pests and diseases from other countries. At the Port, biosecurity is managed via a multi-jurisdictional approach with all levels of government working together with PBPL and our customers. There are a range of surveillance programs throughout the Port to ensure our biosecurity threats are appropriately managed and monitored.

Marine Pest Surveillance

The Queensland Seaports eDNA Surveillance (Q-SEAS) Project was developed as a partnership between the Queensland Department of Agriculture and Fisheries (DAF) and Queensland Ports Association and commenced at the Port of Brisbane in September 2019. The program aims to provide a comprehensive marine biosecurity assessment and snapshot of marine biodiversity within each port environment.

Sampling methods include deployment and retrieval of marine pest settlement arrays, shoreline searches, plankton collection and DNA sample analysis. Sampling locations targeted high-risk areas and are concentrated near vessel berthing areas at the Port. The exotic white colonial sea squirt (*Didemnum perlucidum*) was detected at Brisbane through the Q-SEAS program and PBPL is proactively working with the Department of Agriculture and Fisheries to try and slow the spread of this species in Queensland.



PBPL and DAF undertook two marine pest surveillance events at the port.



The TSHD Brisbane.

Dredge turbidity monitoring

PBPL maintains the Port's 90km shipping channel by undertaking an approved program of dredging operations within Brisbane Port limits – it is a heavily regulated activity with strict management controls in place.

Dredging and material placement activities create plumes of suspended sediment also known as dredge plumes. Every three years, we undertake dredge turbidity monitoring to investigate the patterns and behaviour of these activities.

The latest monitoring was undertaken during the 2020 maintenance dredging campaign. At monitored sites, dredge plumes were found to persist for approximately 30 minutes to one hour and travelled up to one kilometre from the dredging or placement site before reaching natural background levels. This is consistent with the 2014 and 2017 campaigns. In all cases, the plume was contained entirely within the bounds of the dredging activity areas and did not approach or impact sensitive sites in Moreton Bay.

Offsite stormwater management

PBPL has partnered with Brisbane City Council (BCC) to deliver the Downfall Creek Restoration Project at 7th Brigade Park in Chermside (north Brisbane), continuing our work to deliver innovative stormwater management solutions at the Port.

PBPL and BCC are co-funding the project, with planning and design completed and approvals in progress. A date for commencement of on-ground works is to be finalised. BCC is leading the project's delivery including stakeholder and local community engagement.

The project aims to improve overall waterway health by reducing erosion and sediment pollution and stabilising the creek landscape. It will also improve the natural habitat, water quality and add to the overall 'natural' visual and recreational amenity and community connection. The project will involve

rehabilitation across the identified area of degraded waterway using 100% native vegetation.

This is the second major offsite stormwater project for PBPL; the first project in the Lockyer Valley was delivered in partnership with Healthy Land & Water and Mulgowie Farming Company.

The Downfall Creek Restoration Project supports PBPL's broader objective of working with stakeholders to encourage the adoption of offsite stormwater management solutions more widely across South East Queensland. Over the long-term, reduced sediment pollution will improve the health of regional and local waterways and the Brisbane River while reducing the maintenance dredging task for Port of Brisbane.

PARTNERSHIPS

We're committed to fostering positive and mutually beneficial partnerships with all our stakeholders and being an active member of the communities in which we operate. The importance of our partnerships was amplified during a year of natural disasters and COVID-19, which so deeply impacted our industry partners and community stakeholders.

Connecting with the community

Established in 2002, our Community Consultative Committee (CCC) comprises representatives from local business, community and environmental groups. It meets quarterly to discuss the Port's operations and projects and provides a platform for the local community to raise issues of interest or concern directly with us.

The community can also connect with us through public port tours and the Visitors Centre (both were suspended in March due to COVID-19) and though our participation in activities such as Brisbane Open House, which attracted over 250 people in October 2019.

Our engagement with the local community and general public increased during the year, particularly through our social media channels and information provided in the local newspaper.

Community Grants Program

Every year, we support local and regional not-for-profit organisations and registered charities through our \$100,000 Community Grants Program. Organisations can apply for grants up to \$15,000 to help them build capacity and continue to deliver important community services. The CCC also identifies and allocates grant funding – this year providing a total of \$15,000 to support an additional six local initiatives.

This year, our Community Grants Program was proud to support 12 projects, listed in the table right.

2019/20 Community Grant Funding Initiative recipients supported

Foodbank Queensland	Supporting the purchase of food staples for its food distribution program
Friends with Dignity	Purchase of essential supplies for families affected by domestic violence
Volunteer Marine Rescue Brisbane	Repair and maintenance of its rescue fleet and essential communication equipment
Make it Home Safely Inc.	Supporting disadvantaged young people in the Bayside area to complete their driver training hours and become safer drivers
Coral Watch	Supporting marine ambassadors to get up close to Moreton Bay's marine life and learn about coral reef health and sustainability
Help Enterprises	Providing a new, fully accessible pathway at its Wynnum Hub premises
Traction	Supporting bike building workshops for vulnerable young people and their families
Point Lookout Surf Life Saving	Supporting the replacement of its external clubhouse deck
Wynnum State School	Fitness Learning Program to help them track their health and performance
Tingalpa State School	Providing a synthetic, soft floor for students, improving the safety of their playground
Ocean Crusaders	Removing debris from Luggage and Juno Points using their specialised equipment
Oz Fish	Contributing to the restoration of 100 hectares of shellfish reef through recycling oyster shells and protecting the Moreton Bay marine environment



2019 Brisbane Open House at the Port Office.

Indigenous partnerships

Reconciliation Action Plan

We're continuing to develop PBPL's first *Reconciliation Action Plan* (RAP) – arguably the most important step in our long and proud history of actively supporting the community in which we operate. For PBPL, the reconciliation process begins with formally acknowledging that we, and our many customers and stakeholders, operate on the lands and waters of the Quandamooka, Turrbul and Jagera peoples.

Our RAP Working Group, established in February, comprises employees from across the business. As well as contributing to the RAP's development, the group will be responsible for driving its implementation by engaging with internal stakeholders on relevant initiatives and engaging with external stakeholders, including representatives of local Indigenous groups.

Through this group, we seek to drive the cultural change to allow PBPL to make a positive contribution into the future and encourage all PBPL employees, regardless of position or seniority, to think proactively about ways to broaden our Reconciliation agenda.



PBPL's 2019/20 Community Grant recipients.

Supporting local initiatives

In October 2019, a group of PBPL employees volunteered their time to support the Quandamooka Jarjums Camp – an initiative that Port of Brisbane has proudly supported since 2015. Quandamooka Jarjums is an annual Queensland Government education program held on Minjerribah (North Stradbroke Island), designed to provide cultural experiences to approximately 60 Aboriginal & Torres Strait Islander Year 6 students from across the Brisbane Bayside area.

As a result of COVID-19, our planned port-wide National Reconciliation Week celebrations in May were moved online, with a dedicated podcast featuring Cameron Costello, CEO of Quandamooka Yoolooburrabee Aboriginal Corporation, and education and engagement initiatives for PBPL employees and their families, as well as an external social media campaign.

Employee giving

Every year our employees nominate a charity to support through fundraising and other activities, with total funds raised dollar matched by PBPL.

Our employees voted to again support Drought Angels during 2019/20. Based in Chinchilla, Drought Angels supports farmers and farming communities impacted by drought and other natural disasters. Many of the Port's agricultural producers are based in regional Queensland.

This year, we raised \$35,000 for Drought Angels through employee fundraising efforts as well as funds raised through PBPL's annual Stakeholder Survey. A team of 10 employees from our Charity Committee visited Drought Angels in Chinchilla during June to present them with the funds and help to pack grocery hampers for the families of primary producers doing it tough.



PBPL visited Drought Angels in Chinchilla, rolling up their sleeves to help pack grocery hampers.

During the year, our employees also initiated two new fundraising activities, with the money raised boosting our total contribution to Drought Angels. Scrap metal recycling by our Operations Base team contributed to the overall fundraising amount helped to reduce the overall amount of PBPL's waste destined for landfill. And, across all PBPL worksites including onboard the *TSHD Brisbane*, we have established collection points for the Queensland Containers for Change initiative.

Long-term partnerships

We have a long track record of supporting organisations that deliver important services to benefit the broader Queensland community through operational, in-kind and financial support. Our partners include The Smith Family, PA Research Foundation, CrimeStoppers Queensland, Great Barrier Reef Foundation and the International River Foundation.

We continued to support Moreton Bay Environmental Education Centre and Tangalooma EcoMarines throughout the year; valuable education-based partnerships that help the Port connect with local schools and students.

Regional engagement

This year, our customers and industry in regional catchments faced extraordinary challenges, including the ongoing drought, summer bushfires and COVID-19 as well as impacts of global trade tensions.

During the year, we continued regional trade visits to southern Queensland and northern NSW stakeholders including Toowoomba, Goondiwindi,



The Totally Wild TV programme joined Tangalooma EcoMarines at the Port of Brisbane.

Moree, Casino and the Northern Rivers region. This provided PBPL the opportunity to hear directly from primary producers and logistics suppliers and understand the issues of most importance to them. In a typical year, approximately 50% – 60% of the Port's agricultural exports originate from the southwest Queensland/northern New South Wales regions.

Our annual visit to Goondiwindi and the surrounding region in December was extremely valuable. Our team met with Russell Mineral Equipment, CHS Broadbent, East West Road & Rail, Namoi Cotton, Olam and Cargill Cotton. While in town, we supported the Goondiwindi Race Day and other local industry events for the seventh year running.

From March 2020 and into FY21, we reset our industry sponsorships and engagement program due to postponements and cancellations associated with COVID-19, however we continue to engage with our stakeholders to understand how we can support them in different ways.

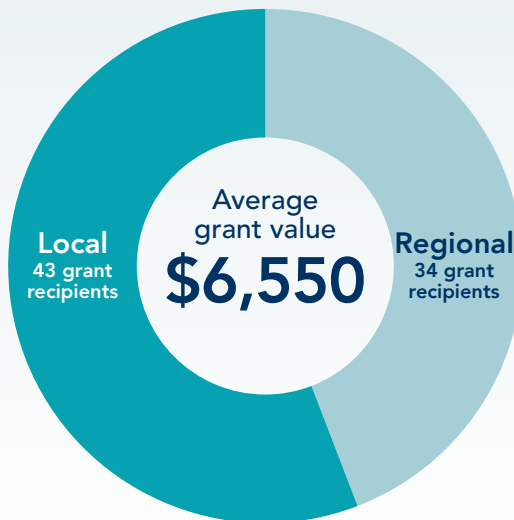


Connecting with the Goondiwindi community

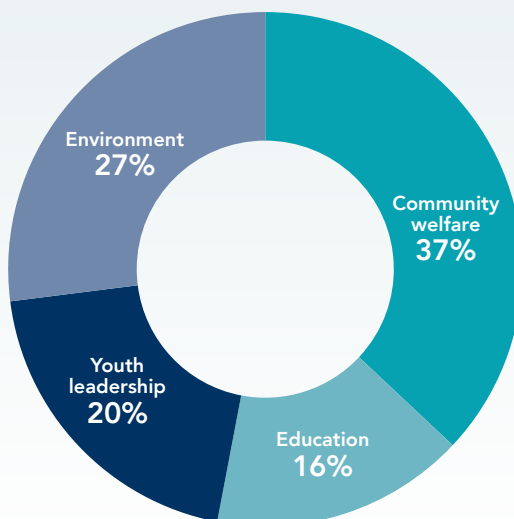
While in Goondiwindi, we invited residents to enjoy a cup of coffee on us in one of six local cafes, also providing the cafes a total of 150 Keep Cups for their customers.

It was a valuable opportunity to meet with community members and discuss the port, supply chain and other related matters important to them.

Local and regional Community Grants FY16 – FY20



Community Grant funding by key focus areas FY16 – FY20



Partnering with industry

PBPL works to advocate and raise awareness of supply chain challenges and other issues important to our stakeholders. We are members of industry associations relevant to our business, make formal submissions to Government, participate in conferences and working groups, and undertake other engagement activities. This year, we also supported events aimed at promoting diversity and women in the industry, hosting groups from the Australian Meat Industry Council and Women and Logistics BNE.

As a member of Australia TradeCoast, we partnered with Brisbane Marketing and Brisbane Airport Corporation in May to co-host an industry webinar, discussing how our region can unite in the new post COVID-19 environment to promote stronger air and sea ties with global export markets.

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

Pulse Check stakeholder survey

Held annually since 2018, our Pulse Check Survey is an opportunity for us to hear from key stakeholders on how we are doing, what we are doing well and what we can improve. The anonymous feedback helps us constantly improve and deliver for our stakeholders. We also contribute \$50 to our Employee Charity for every completed survey.

This year, 164 stakeholders responded, including customers, community, environmental organisations and industry – a participation rate of almost 26%; well above the average response rate for external surveys of 10-15%. Overall, our stakeholders indicated high levels of satisfaction with PBPL.

Consistent with 2018, a majority of stakeholders rated PBPL's future plans strongly for key areas including supply chains, transport networks, infrastructure delivery and asset management, and trade growth and diversity. They also provided feedback on environmental issues PBPL should focus on during 2020, with the top three being efficient use of resources (water, waste and energy), biodiversity and habitat, and biosecurity. Respondents also indicated they were keen to hear more about both the positive and negative issues facing the Port.



34

Community and not-for-profit groups received over **\$319,000 in funding**



3029

members of the public and industry took **port tours**



680

employee hours for **community projects**, including the **Extended Volunteer Leave Program**

About this report

This report is the Port of Brisbane's second annual sustainability report since 2009 and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: 'Core option'. Our strategy, goals and performance for 2019/20 have been outlined in this report.

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

GRI Reporting Principles for defining report content

Stakeholder inclusiveness:

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

Sustainability context:

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

Materiality:

In 2018/19, PBPL undertook a detailed materiality assessment with a wide range of internal and external stakeholders, which identified 34 topics which were material to our business. In 2019/20, to reduce the reporting scope, the report has focused on the 'top 10' material topics within the materiality matrix.

Completeness:

Information within this report relates to PBPL's business operations and the 'top 10' material topics within the materiality matrix. The boundaries for these 10 topics have been identified and the information provided shows an accurate representation of PBPL's sustainability performance for FY20.

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

Our stakeholders are represented across all levels of government, industry, interest groups and the community. The breadth of stakeholders speaks to the diversity of our operations and responsibilities, and the importance of the Port to both the economy and community.

We value our relationships with all our stakeholders and welcome opportunities to work together to deliver mutually beneficial outcomes for the wider port community.

We are also committed to listening to and learning from stakeholder feedback as we seek to continually improve port operations and minimise impacts on customers, the local community and the environment.

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

Engaging with our stakeholders

Stakeholder group	Engagement method	Key areas of interest	Examples of key actions
Employees	<ul style="list-style-type: none"> Internal communications, forums and intranet Digital and social media platforms 	<ul style="list-style-type: none"> Strategic and operational business decisions and performance Organisational culture and engagement Health, safety and wellbeing Training and professional development 	<ul style="list-style-type: none"> Employee engagement survey Health and wellbeing programs Training and development programs Diversity and Inclusion Council
Customers	<ul style="list-style-type: none"> One-on-one meetings Electronic newsletters/alerts Customer enquiries and complaints channels Digital and social media platforms Port-wide consultative groups 	<ul style="list-style-type: none"> Safe and efficient infrastructure Safety and security Trade growth and supply chain Sustainable port development Business performance and pricing matters Facilities management 	<ul style="list-style-type: none"> Safety 1 Forum Stakeholder survey Trade forums/visits
Federal and State Government	<ul style="list-style-type: none"> Meetings and briefings Participation in working groups Formal submissions on relevant issues Event or award sponsorships 	<ul style="list-style-type: none"> Safety and security Trade growth Port development and planning Environmental management Regional tourism strategies 	<ul style="list-style-type: none"> Government represented at PBPL's Planning & Environment Forum and the Dredging TACC PBPL participation in working groups and initiatives
Local Government	<ul style="list-style-type: none"> Meetings and briefings Participation in working groups Formal submissions on relevant issues Event or award sponsorships 	<ul style="list-style-type: none"> Planning and development Environmental management Local community Local tourism strategies 	<ul style="list-style-type: none"> Government represented at PBPL's Planning & Environment Forum and the Dredging TACC PBPL participation in working groups and initiatives
Community	<ul style="list-style-type: none"> Meetings, consultative groups Project-specific engagement Long-term partnerships and sponsorships Community events Digital, social media platforms and media 	<ul style="list-style-type: none"> Environmental management and impacts Port development and planning Economic/social impacts and contributions Port education 	<ul style="list-style-type: none"> Community Consultative Committee Visitors Centre and port tours Local newspaper quarterly updates Stakeholder survey
Environment groups	<ul style="list-style-type: none"> Long-term partnerships Citizen science projects Local event support Digital and social media platforms 	<ul style="list-style-type: none"> Environmental management Port development and planning Port education 	<ul style="list-style-type: none"> All environmental monitoring reports available on our website Environmental monitoring reports used for partner research programs Representation on PBPL's Dredging TACC
Industry associations	<ul style="list-style-type: none"> Joint partnerships Industry association membership and sponsorships Committee representation 	<ul style="list-style-type: none"> Safety Transport and logistics Supply chain and port development Environmental management Tourism 	<ul style="list-style-type: none"> Joint PBPL-Queensland Trucking Association Heavy Vehicle Safety Around Ports Project Facilitated industry delegations and port tours Financial and in-kind support for industry events
Research partners	<ul style="list-style-type: none"> Formal research partnerships 	<ul style="list-style-type: none"> Environmental innovation 	<ul style="list-style-type: none"> Environmental research partnerships Provide access to land or facilities to trial new technologies or for research purposes
Unions	<ul style="list-style-type: none"> Meetings Bargaining negotiations 	<ul style="list-style-type: none"> Employee working conditions and other benefits 	<ul style="list-style-type: none"> Enterprise bargaining

Glossary of terms

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

Term	Definition
AS/NZS 4801	AS/NZS 4801 is the Australian and New Zealand standard for safety management and is the benchmark in assessing Occupational Health and Safety across management systems. https://www.standards.org.au/
Biosecurity	A set of measures aimed at preventing the introduction and spread of harmful organisms. Queensland Government biosecurity efforts are led by Biosecurity Queensland, which also has a permanent presence at the Port of Brisbane. https://www.daf.qld.gov.au/business-priorities/biosecurity
Bollard	A sturdy, short, vertical post on a quay line; mooring lines are fastened around bollards to secure vessels.
Community Consultative Committee	A group comprising representatives from environment, business and community organisations with an interest in Port of Brisbane's activities and its impact on neighbouring communities. The group provides a platform for the local community to raise issues of interest or concern directly with PBPL, and for PBPL, in turn, to share information about its projects or operations. https://www.portbris.com.au/Sustainability/Partnerships/Community-Engagement/
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.
Green Star	An internationally recognised, voluntary sustainability rating system for building, fit outs and communities – the only national rating system of its kind in Australia. Green Star was launched by the Green Building Council of Australia in 2003. https://new.gbca.org.au/
GRESB	The Global Real Estate Sustainability Benchmark (GRESB) is an investor-driven economic, social and governance (ESG) benchmark for real estate and infrastructure assets around the world. https://gresb.com/
ISO 31000:2018	An accepted international standard for Risk Management that provides guidance on managing risk faced by organisations. https://www.iso.org/iso-31000-risk-management.html
ISO 14001	An accepted international standard that specifies the requirements for an environmental management system that an organisation can use to enhance its environmental performance. https://www.iso.org/iso-14001-environmental-management.html
Litmos	An online learning management system used by the Port of Brisbane to help deliver a combination of corporate compliance and voluntary training modules.
Marine pest	Introduced species that are not native to Australia and have been introduced by human activity.
Mooring dolphin	A marine structure, separate from a wharf, for the mooring of vessels, which are secured to the mooring dolphin by ropes.
Nearshore piles	Piles driven into the seabed which are relatively close to a shore or coastline, usually as part of wharves, mooring/berthing dolphins or navigation aids.

Term	Definition
Nonlinear Channel Optimisations Simulator (NCOS) Online	A leading vessel traffic management system developed by Port of Brisbane and DHI Australia with FORCE Technology. NCOS Online is software that provides a seven-day detailed forecast of a vessel's under keel clearances (UKC) and environmental conditions with a web interface, allowing for dynamic vessel scheduling. It has the same high level of accuracy as a Full Mission Bridge Ship Simulator.
Offsite stormwater	The alternative treatment of stormwater through the restoration of streams and gullies in catchment areas, ultimately resulting in increased sediment and nutrient reductions.
PM10	Particulate matter 10 micrometres or less in diameter.
PM2.5	Particulate matter 2.5 micrometres or less in diameter.
Quay line	A structure alongside the water that is used to moor, load or unload vessels. Collectively, Port of Brisbane properties host 30 operating berths across more than 8.2 kilometres of quay line. These are used to load and unload a wide range of cargoes including containers, motor vehicles, bulk and general cargo as well as cruise passengers.
Ramsar Wetland	Wetland area declared as internationally important under the Ramsar Convention, which aims to stop the global loss of wetlands and to conserve those that remain. Port of Brisbane borders the Moreton Bay Ramsar site, which was designated in 1933 and covers more than 120,000ha. https://www.environment.gov.au/water/wetlands/ramsar
Representative Concentration Pathway	Greenhouse gas (GHG) concentrations trajectories used to describe different climate futures depending on the volume of GHG emitted in the future.
Scope 1 emissions	Emissions generated as a direct result of business activity such as vessel fleet fuel.
Scope 2 emissions	Emissions generated from the indirect consumption of an energy commodity such as electricity.
Scope 3 emissions	Emissions indirectly generated as a result of business activities such as shipping emissions.
tCO2e	Tonnes of carbon dioxide equivalent.
TEU	Twenty-foot equivalent unit – a unit of cargo capacity.
TACC	Technical Advisory Consultative Committee. Port of Brisbane's Dredging TACC was formed in FY19 to communicate and consult with key stakeholders regarding dredging at the Port of Brisbane.
TSHD	Trailing suction hopper dredger. PBPL's dredge vessel, the <i>TSHD Brisbane</i> , together with our marine crew, undertakes dredging operations at the Port of Brisbane and for commercial customers.
Under keel clearance	Minimum depth of water required under a vessel's keel to reduce the risk of it running aground on the seabed.
United Nations Sustainable Development Goals	Sustainable development goals adopted by the United Nations in 2015 to provide a framework to focus global sustainability efforts. https://www.un.org/sustainabledevelopment/sustainable-development-goals/
Wicking	An engineering ground improvement technique that uses wick drains (geofabric-wrapped plastic strips inserted vertically into the soil) to remove excess water from the soft underlying marine soils.
Work180	An online networking and recruitment platform that provides job applicants with a transparent directory of endorsed employers who support diversity, inclusion and equality. It is an advocate for working women, providing benefits for job seekers as well as employers. https://au.work180.co/

GRI content index

GRI Standard	Disclosure	Page Reference
GRI 101: Foundation		
GRI 102: General Disclosures		
	Organisational Profile	
	102-1: Name of the organisation	Front page
	102-2: Activities, brands, products and services	2 & 3
	102-3: Location of headquarters	3
	102-4: Location of operations	3
	102-5: Ownership and legal form	2
	102-6: Markets served	5
	102-7: Scale of the organisation	2, 3, 5 & 13
	102-8: Information on employees and other workers	13
	102-9: Supply chain	5
	102-10: Significant changes to the organisation and its supply chain	N/A
	102-11: Precautionary Principle or approach	38
	102-12: External initiatives	N/A
	102-13: Membership of associations	N/A
	Strategy	
	102-14: Statement from senior decision maker	1
	Ethics and Integrity	
	102-16: Values, principles, standards and norms of behaviour	2
	Governance	
	102-18: Governance structure	4
	102-20: Executive-level responsibility for economic, environmental and social topics	4
	102-22: Composition of the highest governance body and its committees	N/A
	102-23 Chair of the highest governance body	N/A
	102-26: Role of highest governance body in setting purpose, values and strategy	4
	Stakeholder Engagement	
	102-40: List of stakeholder groups	45
	102-41: Collective bargaining agreements	N/A
	102-42: Identifying and selecting stakeholders	45
	102-43: Approach to stakeholder engagement	45
	102-44: Key topics and concerns raised	45

Notes

Omissions

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

There have been no significant changes to our supply chain in FY20.

PBPL is involved in numerous external initiatives including:

- International Organisation for Standardisation
- United Nations Sustainable Development Goals

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

- | | |
|--|--|
| • Ports Australia | • Committee for Economic Development Australia |
| • Australian Logistics Council | • Australian Cruise Association |
| • Infrastructure Partnerships Australia | • Toowoomba Surat Basin Enterprise |
| • Infrastructure Association of Queensland | • Shipping Australia Limited |
| • Queensland Tourism Industry Council | • Australian Peak Shippers Association |
| • Engineers Australia | • Customs Brokers and Forwarders Council of Australia Inc |
| • Governance Institute of Australia | • Australia Meat Industry Council |
| • Workplace 360 | • Australasian Concrete Repair Association (membership at no charge) |
| • Pride in Diversity | • Concrete Institute of Australia |
| • WORK180 | • Italian Chamber of Commerce & Industry |
| • Diversity Practitioners Association | |
| • Safety Institute of Australia | |
| • National Safety Council of Australia | |

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

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

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The Chair of the Port is not an executive.

52% of our employees are covered by collective bargaining agreements.

GRI content index

GRI Standard	Disclosure	Page Reference
	Reporting Practice	
	102-45: Entities included/not included in the consolidated financial statement	2
	102-46: Defining report content and topic boundaries	44
	102-47: List of material topics	9
	102-48: Restatements of information	N/A
	102-49: Changes in reporting	N/A
	102-50: Reporting period	N/A
	102-51: Date of most recent report	N/A
	102-52: Reporting cycle	N/A
	102-53: Contact point for questions regarding the report	Contents page
	102-54: Claims of reporting in accordance with the GRI Standards	Contents page
	102-55: GRI context index	48-51
	102-56 External assurance	N/A
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	N/A
	103-2: The management approach and its components	N/A
	103-3: Evaluation of the management approach	N/A
GRI 200: Economic Standards		
GRI 201: Economic Performance	201-2: Financial implications and other risks and opportunities due to climate change	34-35
GRI 203: Indirect Economic Impacts	203-1: Infrastructure investments and services supported	22-31
GRI 300: Environmental Standards		
GRI 302: Energy	302-1: Energy consumption within the organisation	37
GRI 303: Water and Effluents	303-3: Water withdrawal	36
GRI 304: Biodiversity	304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	38-39
GRI 305: Emissions	305-1: Direct (scope 1) GHG emissions	37
	305-2: Energy indirect (Scope 2) GHG emissions	
	305-5: Reduction of GHG emissions	
GRI 306: Waste	306-3: Waste generated	37
	306-4 Waste diverted from disposal	37
	306-5 Waste directed to disposal	37
GRI 307: Environmental Compliance	307-1: Non-compliance with environmental laws and regulations	N/A
400: Social Standards		
GRI 403: Occupational Health and Safety	403-1: Occupational health and safety management system	16
	403-6: Promotion of worker health	17
GRI 404: Training and Education	404-1: Average hours of training per year per employee	13
	404-2: Programs for upgrading employee skills and transition assistance programs	14
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees	13
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments and development programs	40-43
GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A
Non GRI specific standards		
Leadership	Deliver PBPLs LEAD Program to support future and current leaders	14
Employee wellbeing	Ensure employees are healthy and productive through delivering PBPLs Healthy Lifestyle Program	17
Positive Organisation Culture	Drive positive cultural change to increase organisational effectiveness	14
Customer Focus	Deliver value to our customers' supply chain efficiency through partnerships and engagement programs	18, 22, 23, 43
Port Efficiency	Optimise access to the Port in a safe and sustainable manner	24 & 25
Enable Transport Networks	Advocate for greater Inland Rail connectivity	26 & 27

Notes

Omissions

PBPL is owned by the APH consortium. Financial statements reflect all entities related to QPH, QBH and PBPL.

There have been no restatements of information.

Financial year.

Annual.

This year's report has not been externally assured.

Throughout.

Throughout.

Throughout.

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

Data is collected from water meters.

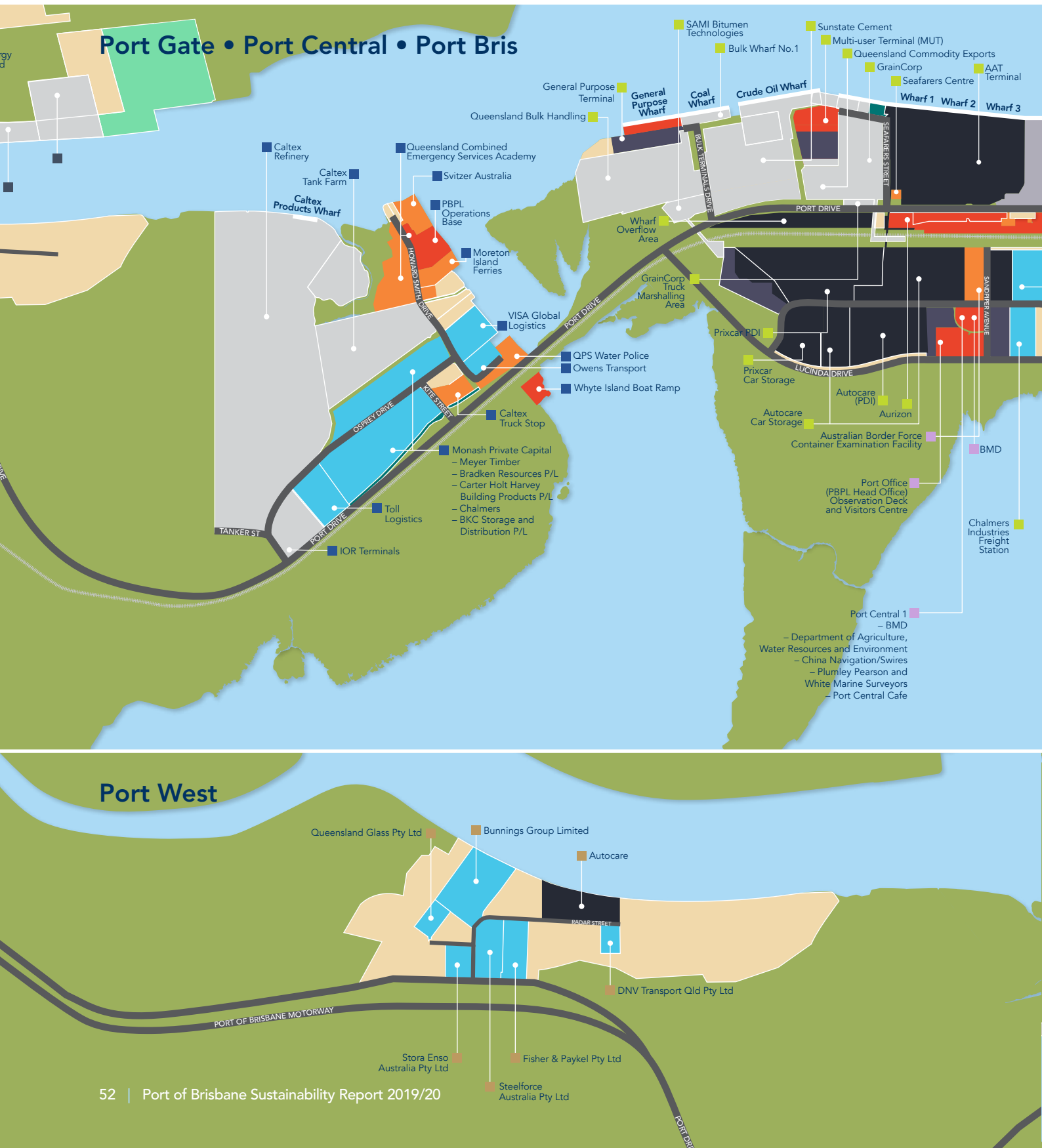
There have been no incidents of non-compliance with environmental laws and regulation in FY20.

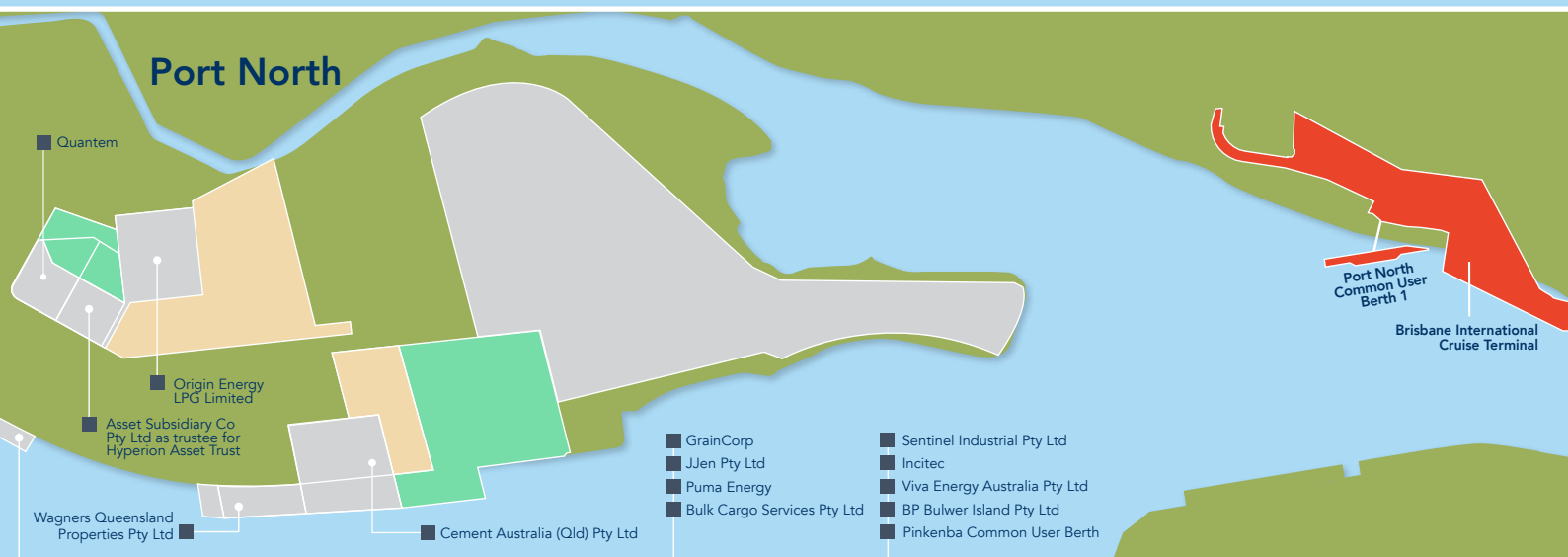
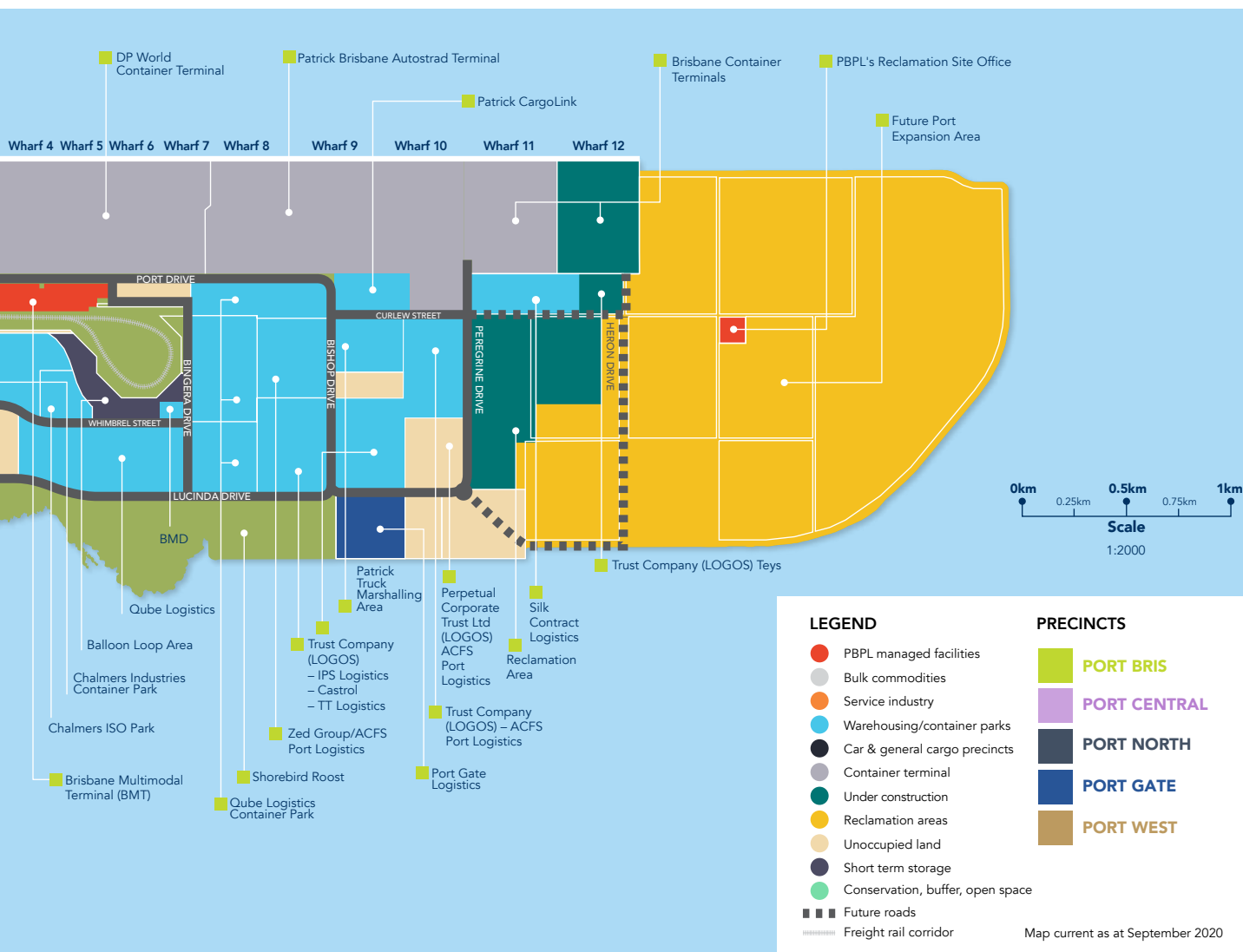
All information is kept confidential through engaging an independent third-party health provider to undertake any health assessments.

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

No substantiated complaints received this financial year.

Property tenant map





Whilst the Information is considered to be true and correct at the date of publication, changes in circumstances after the time of publication may impact on the accuracy of the Information. The Information may change without notice and Port of Brisbane Pty Ltd is not in any way liable for the accuracy of any information printed and stored or in any way interpreted and used by a user. PRINTED October 2020.

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