

Keeping the ports of NSW safe, efficient and open to the world

Sustainability Report 2024/25





Contents

2	Message from leadership
4	FY25 sustainability highlights
8	Our operations
8	Our ports
11	Our roles and responsibilities
12	Our sustainability approach
12	Our sustainability governance
12	Sustainability in our strategic planning
13	Our Sustainability Framework
14	Our material topics
16	Our sustainability accreditations
18	People
19	Workplace Health and Safety
22	Health and Wellbeing
25	Employee Engagement and Development
28	Diversity, Equity and Inclusion
32	Governance and Integrity
34	Planet
35	Climate Change
38	Nature
40	Environmental and Community Impacts
43	Heritage
46	Prosperity
47	Economic Performance
50	Innovation
52	Assets and Infrastructure
56	Partnerships
57	Community Responsibility
60	Customers and Stakeholders
62	Advocacy, Research and Industry Partnerships
64	Data summary
64	People
67	Planet
71	Prosperity
74	Partnerships
76	GRI content index
81	Credits

Acknowledgement of Country

Port Authority acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, one of the oldest continuing cultures in the world. We pay respect to Elders past and present and commit to respecting the many lands and waters where we work, in Yamba, Newcastle, Sydney, Port Botany, Port Kembla and Eden. We also pay respect to our Aboriginal and Torres Strait Islander colleagues. We pay tribute to the diversity of Aboriginal and Torres Strait Islander peoples, their cultural and spiritual connection, and their customs and practices. Port Authority celebrates the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to this Country and acknowledge their continuing custodianship of the land, waters and sky.

Keeping the ports of NSW safe,
efficient and open to the world



About

This Sustainability Report (Report) provides an overview of the sustainability activities and performance of the Newcastle Port Corporation, trading as Port Authority of New South Wales (Port Authority), an entity constituted under section 6 of the *Ports and Maritime Administration Act 1995* (NSW).

Port Authority is a statutory state-owned corporation governed by the *State-Owned Corporations Act 1989* (NSW). Our principal office is located at Level 4, 20 Windmill Street, Walsh Bay, NSW 2000, Australia. Port Authority's operations are within the State of New South Wales (NSW), Australia.

We are the lead agency for responses to marine pollution incidents in NSW coastal waters stretching from Fingal Head, Port Stephens to Gerroa, Seven Mile Beach, and three nautical miles out to sea. As part of the NSW Transport cluster, we work closely with Transport for NSW (TfNSW) and state and federal agencies to support the maritime needs of NSW.

Port Authority's principal objectives are set out in section 9 of the *Ports and Maritime Administration Act 1995* (NSW):

- to be a successful business and, to this end:
 - to operate at least as efficiently as any comparable business;
 - to maximise the net worth of the State's investment in the Port Corporation;
 - to exhibit a sense of social responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate these when able to do so;
- to promote and facilitate trade through its port facilities;
- to ensure that its port safety functions are carried out properly;
- to promote and facilitate a competitive commercial environment in port operations; and
- to improve productivity and efficiency in its ports and the port-related supply chain.

Port Authority's principal functions are set out in section 10 of the *Ports and Maritime Administration Act 1995* (NSW):

- to establish, manage and operate port facilities and services in its ports;
- to exercise the port safety functions for which it is licenced in accordance with its operating licence; and
- to facilitate and co-ordinate improvements in the efficiency of the port-related supply chain.

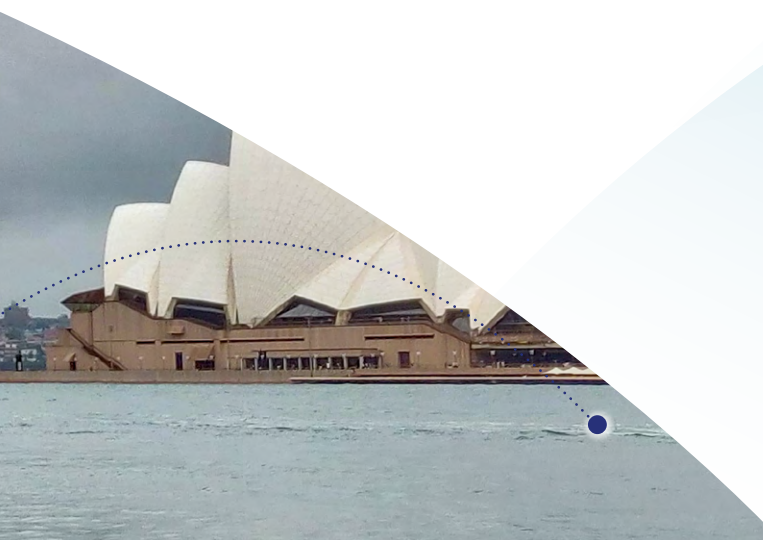
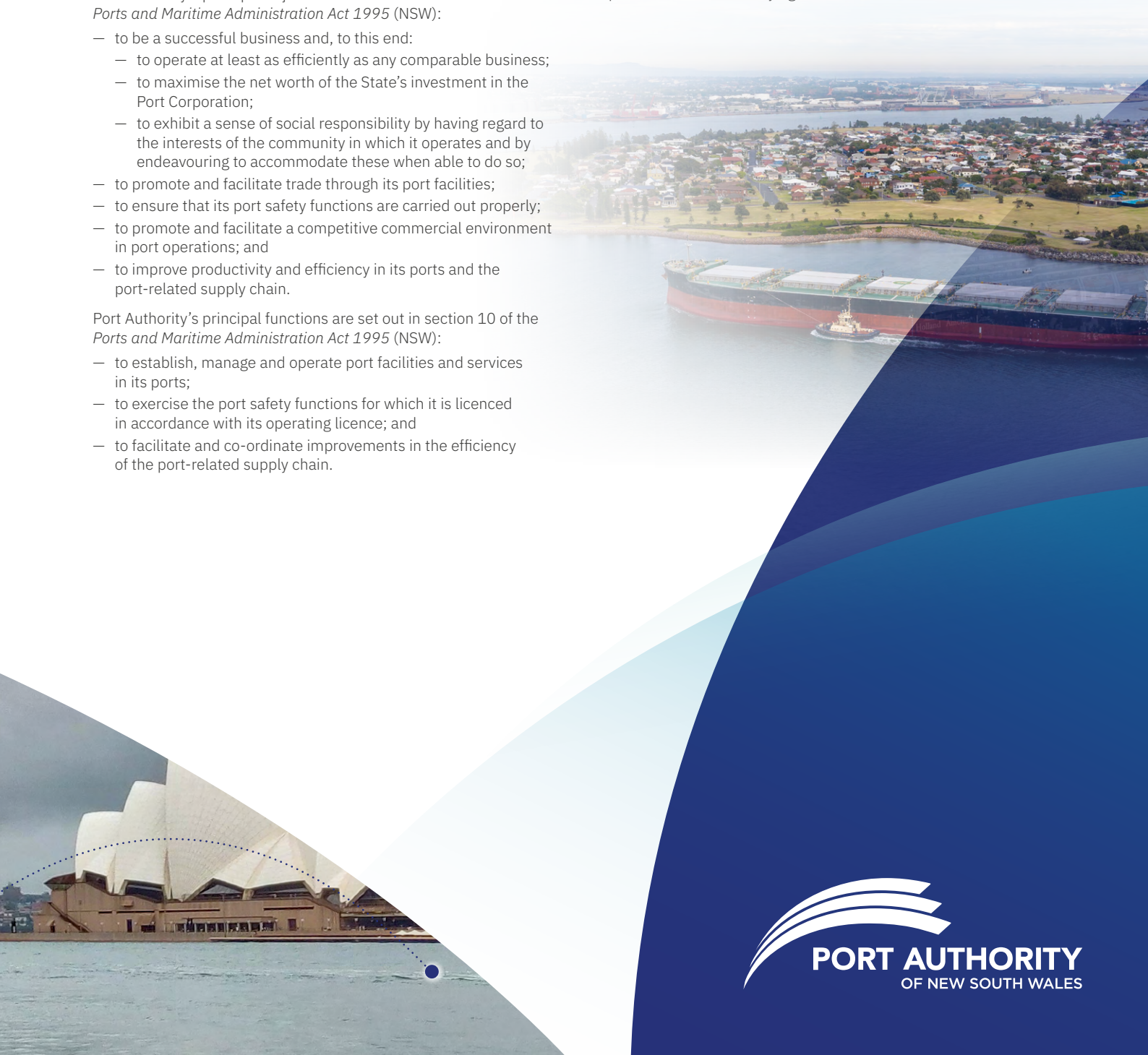
Reporting period, frequency and contact point

This Report presents the sustainability activities and performance of Port Authority for Financial Year 2025 (FY25), covering the period between 1 July 2024 and 30 June 2025, which is aligned with our financial reporting cycle. It was published in December 2025. Port Authority intends to publish a Sustainability Report annually.

Any questions about this Report can be directed to enquiries@portauthoritynsw.com.au.

Disclaimer

This Report has been prepared by Port Authority with reference to the [Global Reporting Initiative](#) (GRI) Standards and the United Nations (UN) [Sustainable Development Goals](#) (SDGs). It is exclusively owned by Port Authority and is provided for informational purposes only. While this Report reflects information believed reliable and current at the time of publication, Port Authority does not guarantee its accuracy and completeness. Readers are advised to seek further advice, make further enquires and conduct their own investigations to suit their specific needs before relying on this material.





Message from leadership



David Marchant AM | Chair



John McKenna | Chief Executive Officer

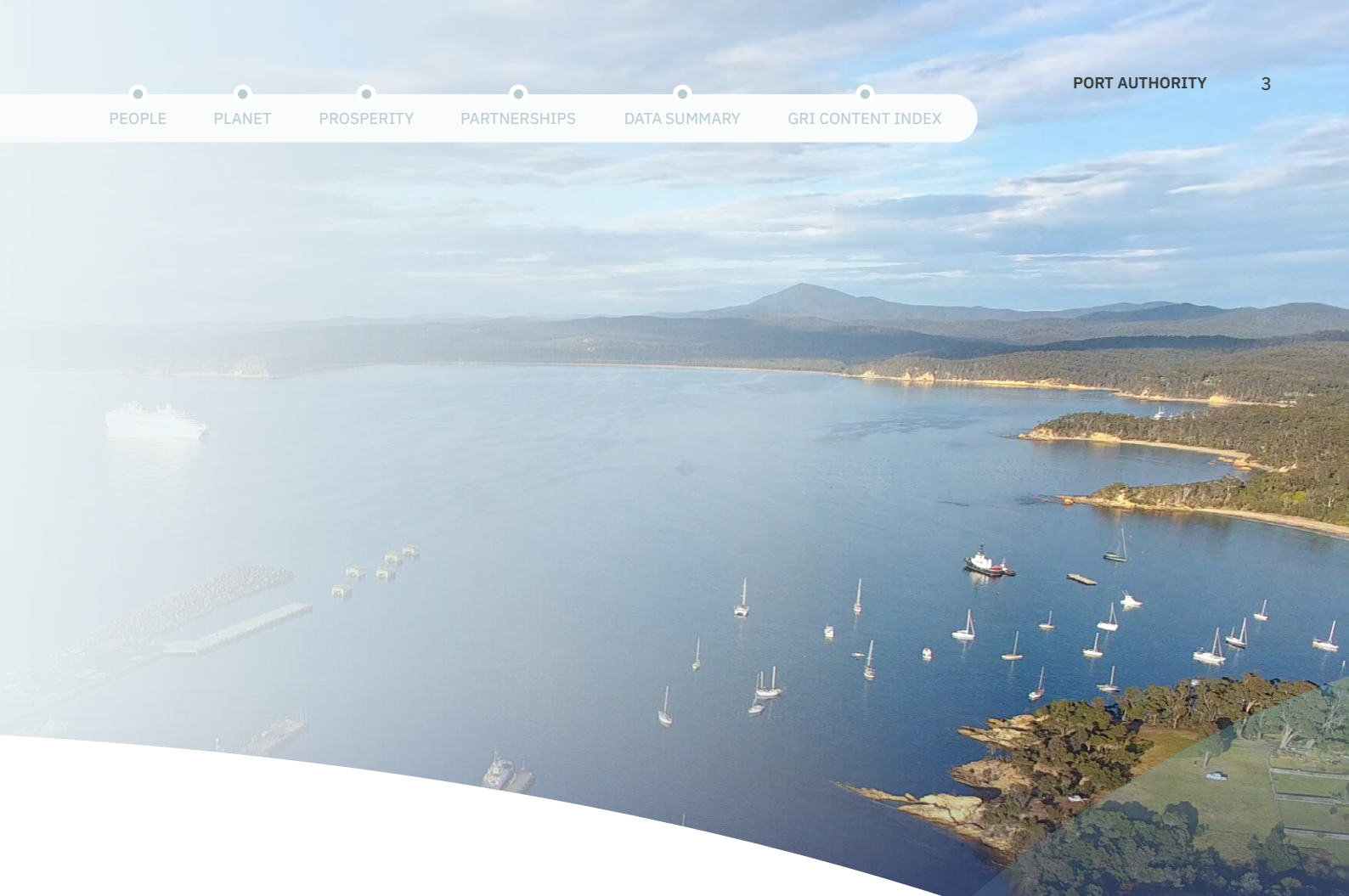
It is with great pride that we introduce Port Authority's inaugural Sustainability Report. This milestone reflects our ongoing commitment to transparency, accountability and continuous improvement in how we manage our people and our operations. Prepared with reference to the [Global Reporting Initiative](#) (GRI) Standards, the most widely used sustainability reporting framework globally, adopted by over 14,000 organisations across more than 100 countries, this report also draws on the United Nations (UN) [Sustainable Development Goals](#) (SDGs) and is structured around our four sustainability themes: People, Planet, Prosperity and Partnerships. Together, these align our efforts with the UN [2030 Agenda for Sustainable Development](#).

FY25 was a challenging year for sustainability worldwide, as the global community continues its efforts towards a net zero economy amid ongoing uncertainty and complexity. Yet, Port Authority made significant progress. Sustainability is now embedded as a core pillar of our Direction 2025–30 and is also reflected in our two other pillars of Service and Community. Notably, FY25 marked the first year in which our operations achieved zero Scope 2 emissions, thanks to our commitment to ensuring that all of our electricity is either sourced from or fully offset by renewable energy. We recognise, however, that addressing our Scope 1 emissions remains our greatest challenge, particularly the decarbonisation of our marine vessel fleet. To guide this work, we have developed a Net Zero Implementation Pathway and established a specific vessel decarbonisation working group, setting us on course towards our 2040 net zero target. This pathway will adapt as technologies advance, knowledge evolves and external conditions change, ensuring we remain on track.

In FY25, we were recognised as an Inclusive Employer by Diversity Council Australia. Our sustainability achievements were acknowledged through dual recognition; elevated to Silver Partner status under the NSW Government's [Sustainability Advantage](#) program, and becoming the first Australian port organisation to achieve certification under the [Green Marine](#) program. Port Authority remains a benchmark in NSW for workplace health and safety. These milestones reflect the dedication of our people and our commitment to becoming an organisation where everyone is proud to work.

Our operations continue to deliver lasting economic value to NSW. During FY25, 5,530 commercial vessels visited our six working ports. We remain committed to growing the cruise industry sustainably, not only in Sydney but also across regional NSW, providing economic value to our regional communities. The arrival of the first quantum-class cruise ship at the Port of Eden marked a significant achievement, bringing positive economic impact for the local community. Alongside this, we continue to invest in our assets and infrastructure, embrace innovation for more efficient operations and build strong partnerships with stakeholders and communities. One such initiative was the launch of our Community Grants Program, supporting local projects around the ports where we operate.

The publication of our first Sustainability Report is more than a record of our achievements. It is also a tool for reflection, allowing us to assess progress, identify opportunities to improve and strengthen our accountability, both to the people of NSW and to ourselves. This report serves as a living instrument, guiding our collective efforts each year. It represents the hard work of our people and highlights not only what we have delivered in FY25, but also the initiatives we will pursue in FY26. Through collective effort, aligned with our values and guided by Our Direction 2025-30, we will ensure that together, as one Port Authority, and in partnership and collaboration with our stakeholders, we achieve our 2030 sustainability goals.



We also welcome feedback on this Report, recognising that sustainability is a learning journey. “Learning by doing” remains our approach. By acting, we learn from both our successes and our setbacks, and use those lessons to do better.

We hope you find this report both insightful and encouraging. Our purpose is steadfast: to keep the ports of NSW safe, efficient and open to the world – with sustainability as a non-negotiable foundation for everything we do.

David Marchant AM | Chair

John McKenna | Chief Executive Officer



FY25 sustainability highlights



People



Delivery of our new pilot vessel with self-righting capability – improving safety by minimising capsize scenarios through vessel design



Installation of a pilot ladder training facility at Port Kembla – enhancing safety and operational readiness for marine personnel



Launch of our ‘Speak Up’ platform – to support psychosocial safety and workplace integrity



Rollout of mental health first aid training – equipping our employees with the skills to recognise and respond to mental health concerns in the workplace



Psychosocial safety training for leaders – as part of our commitment to fostering a psychologically safe and inclusive workplace



Improved facilities and procedures to support women’s wellbeing – upgrade to female locker rooms at Port Botany; new guidelines to support pregnant employees



Leadership Development Framework – launch of our Leadership Toolkit; continued rollout of leadership development, focused on team leaders and emerging leaders



Undertook two pulse surveys – to measure employee sentiment and engagement



Delivery of Diversity, Equity and Inclusion training – embedding DEI principles into our workplace, culture and practices



Launching ‘It Starts with U’ – to reinforce within Port Authority that inclusion is a shared responsibility



Adoption of inclusive recruitment practices – to attract and retain diverse talent



Established two female traineeship programs – as part of our commitment to increasing gender diversity in the maritime sector

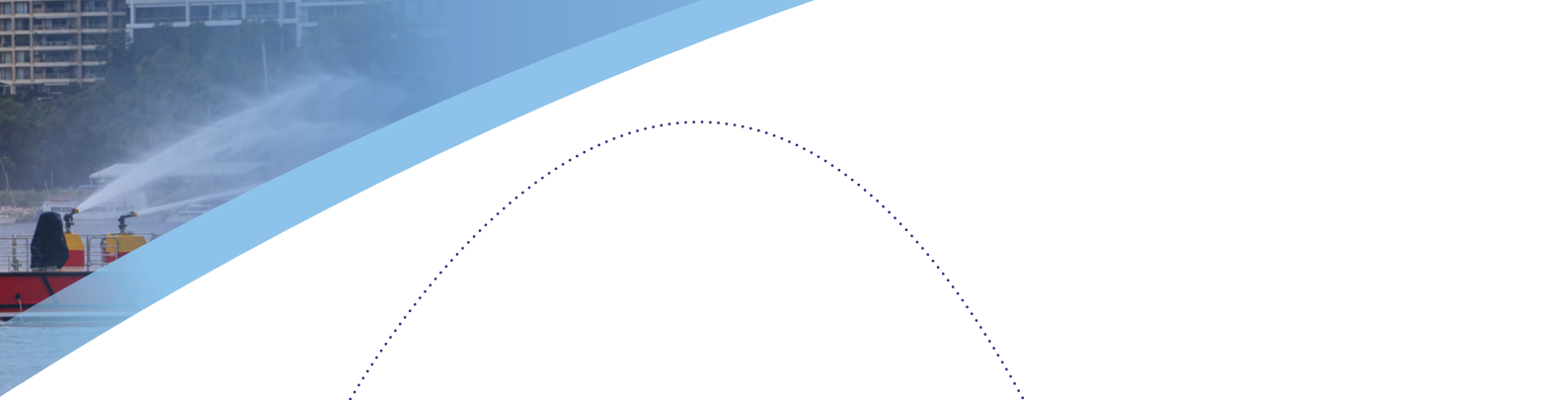


Continuation of marine cadet program – supporting a future pipeline of Australian skilled marine crew



Recognised as an Inclusive Employer 2024-25 – by Diversity Council Australia





Planet



Progress on Net Zero – achieved zero Scope 2 emissions and a total 52% gross reduction compared to our baseline



Completion of climate risk and opportunity assessment – as part of our 1st climate-related financial disclosures



Established our Vessel Fleet Decarbonisation Working Group – to design and oversee initiatives to decarbonise our vessel fleet



Finalised our EV Transition Plan – to transition our vehicle fleet to electric over the next few years



Rooftop solar at Newcastle – our largest system installed with 99% of electricity generated used onsite



Developed Net Zero Pathway – outlining our focus areas and actions to meet our net zero targets



Seagrass restoration partnership – contributing cash and in-kind resources to a multi-party research program to restore endangered seagrass meadows



Installed air quality monitoring – new station established at Glebe Island with publicly accessible data and at the Port of Eden for the FY25 cruise season



Undertook Environmental Inspections – of all Port Authority sites



Restoration of Hornby Lighthouse – returning State heritage listed lighthouse to all its glory



FY25 sustainability highlights



Prosperity



Met the FY25 SmartPort target – improving operational effectiveness, eliminating waste, simplifying processes and increasing revenue



Ovation of the Seas maiden call at Eden – 1st Quantum class cruise ship to visit Eden, enabling regional prosperity and sustainable economic growth



Signing of the Newcastle cruise MOU – agreement with seven local councils and two peak tourism bodies to enhance visitor experiences and unlock new economic opportunities



Established the Cruise Industry Advisory Panel – to support the forecasted long-term growth of the cruise sector in NSW



Launching of Port Authority's new website – modernised and built with a customer first approach



Completed the Bond One office refurbishment – creating a modern, flexible and collaborative workplace with sustainability and waste recovery as central elements



Delivered of our 1st sustainable infrastructure guideline – bespoke tool developed to improve sustainability outcomes in design and construction

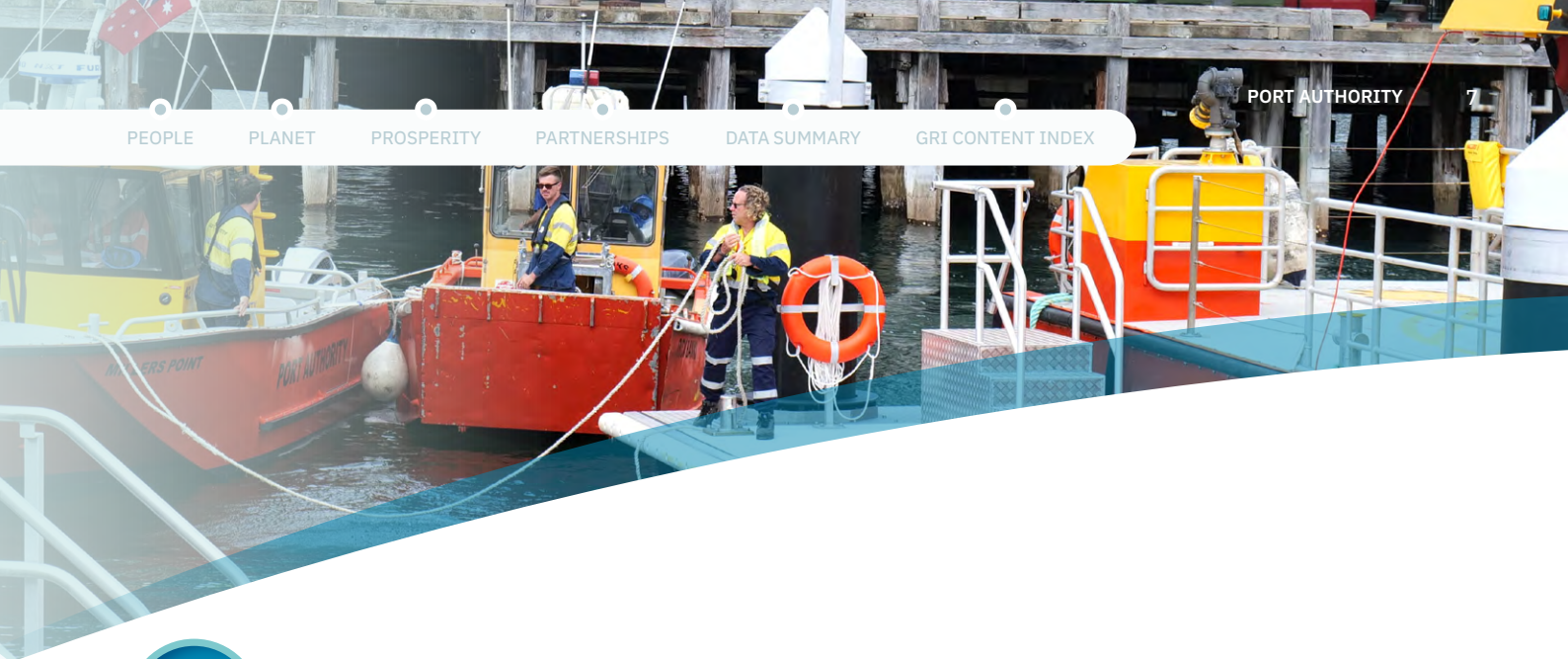


Delivering shore power at the White Bay Cruise Terminal – construction commenced on major works packages



Major upgrade to Moore's Wharf pontoon infrastructure – improving vessel access, safety and efficiency





Partnerships



Delivery of our community sponsorships – supported cultural, educational and regional initiatives including the Whiybayganba film, Eden Whale Festival and Lambton High School Marine Studies Program



Launch of our Community Grants Program – first round delivered with funding supporting ten local projects across NSW port communities



Strengthened First Nations engagement – including the development of our First Nations Engagement and Consultation Framework, rollout of the First Nations Cultural Awareness course, naming of our new pilot vessel in Dharawal language consultation and Aboriginal consultation for further works around the Hornby Lighthouse.



Establishment of the Port of Eden Stakeholder Group – new joint forum with TfNSW enhancing collaboration across government, industry and community representatives.



Safe and Efficient Ports Forum – hosted over 150 delegates from 65 organisations to share best practice on safety, efficiency and sustainability.



Stakeholder research and insights – second biennial survey showed measurable improvements in reputation, customer experience and community engagement.



Blue Visby Consortium participation – continued engagement on global efforts to decarbonise international shipping and explore a pilot trial at Newcastle Harbour.



Seafarer Welfare Fund – Round 2 delivered, providing essential welfare support to seafarers across NSW ports



Recognition at the DCN Maritime & Shipping Awards – multiple commendations for leadership, safety and diversity, plus continued sponsorship of the Diversity & Inclusion Award.

Our operations

NSW is home to some of the most economically significant ports in Australia. These ports are vital on a local, regional and national level, contributing billions to our economy and supporting thousands of jobs and businesses.

Around 214 million tonnes of cargo pass through NSW's ports each year, representing over \$140 billion in trade. Over 5,500 commercial vessels (trade and cruise) visit our ports yearly, delivering the goods we all depend on, exporting products to the world and handling around 1.36 million cruise passengers.

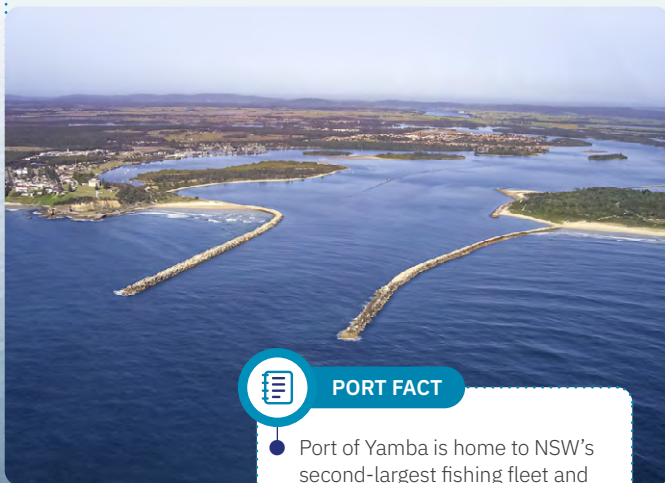
Port Authority works 24/7 to keep the ports of NSW safe, efficient and open to the world.

Our ports

Port Authority is responsible for managing the navigation, security and operational safety of commercial shipping along the NSW coastline — from the Port of Yamba in the north, through Newcastle Harbour, Sydney Harbour, Port Botany and Port Kembla, down to Port of Eden in the south.

Port of Yamba

Located at the mouth of the Clarence River in northern NSW, the Port of Yamba is Australia's easternmost seaport and serves the whole Northern Rivers and New England regions, including the towns of Grafton, Maclean, Ballina, Lismore, Casino and Coffs Harbour. It has the capacity to handle a range of imports and exports, predominantly agricultural. It also supports a vibrant local shipbuilding and repair industry. Around 40 commercial vessels call at the Port of Yamba each year, overseen by the Newcastle Harbour Master. Port Authority has a small marine operations base and owns a working harbour wharf and land at the port.



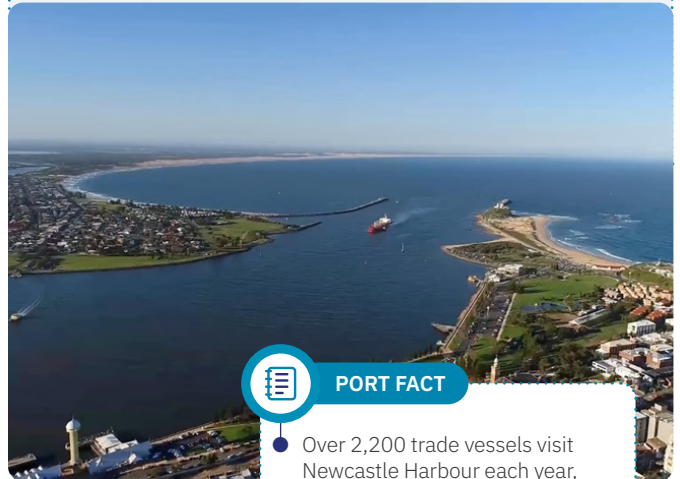
PORT OF YAMBA

PORT FACT

- Port of Yamba is home to NSW's second-largest fishing fleet and is a popular tourist destination.

Newcastle Harbour

Newcastle Harbour is Australia's oldest export port and one of the largest on the East Coast, serving as a crucial economic gateway to the Hunter Valley and northern NSW. The port handles the export of key bulk commodities such as coal, grain, vegetable oils, alumina, fertiliser and ore concentrates. It ranks among the country's highest in total tonnage throughput, underpinning Australia's resource and agricultural industries. Port Authority has a marine operations base and vessel traffic services in Newcastle, and we are the proud custodians of the iconic Nobbys Head and Macquarie Pier. Landside operations are managed by Port of Newcastle.



NEWCASTLE HARBOUR

PORT FACT

- Over 2,200 trade vessels visit Newcastle Harbour each year, but unlike our other ports, 77% of pilot transfers to and from ships are by helicopter.

Sydney Harbour

Sydney’s world-famous deep-water harbour is also one of the busiest waterways in Australia. Thousands of recreational vessels share the harbour with hundreds of commercial cargo ships and cruise ships that call into our two cruise terminals each year: (i) the Overseas Passenger Terminal (OPT); and (ii) the White Bay Cruise Terminal (WBCT).

Sydney is a working harbour, and Port Authority manages and operates berths at Bays Port, which comprises Glebe Island and White Bay. Bays Port has been working port for over 100 years and is an important maritime supply route for bringing essential supplies to the heart of the city, such as cement, sugar and gypsum. It also plays a strategic role in supporting major NSW Government infrastructure projects (e.g., Western Harbour Tunnel and Sydney Metro West) and iconic city events (e.g., Vivid Sydney and New Year’s Eve fireworks).



BAYS PORT



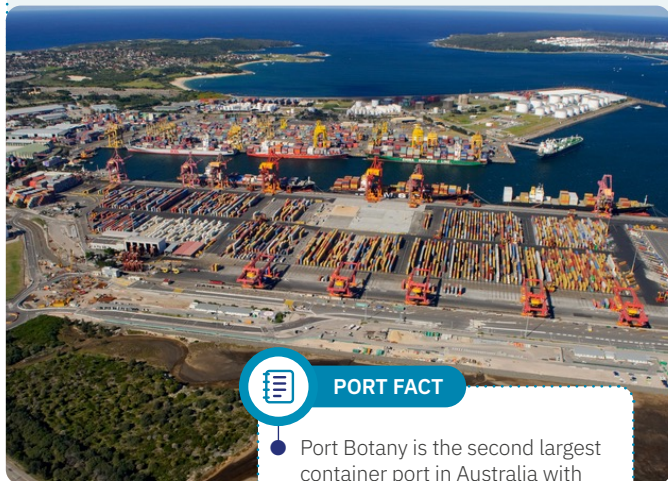
OVERSEAS PASSENGER TERMINAL

PORT FACT

There were over 250 cruise ship visits to Sydney’s two cruise ship terminals and anchorages in FY25.

Port Botany

Port Botany is one of Australia’s largest and most important trade ports, serving as a critical gateway for NSW and the national economy. As a deep-water seaport, it specialises in containerised trade —primarily manufactured goods — and the import of bulk liquids, including bitumen, refined petroleum fuels, chemicals and liquid petroleum gas. Each year, around 1,600 ships pass through the port, supplying essential goods to Australia and supporting key export industries. Port Authority maintains a marine operations base at Port Botany, and our vessel traffic services operate from the site to ensure the safe and efficient navigation of ships in Botany Bay, Sydney Harbour and beyond. Landside operations are managed by NSW Ports.



PORT BOTANY

PORT FACT

Port Botany is the second largest container port in Australia with around 2.8 million containers (TEU) passing through each year.

Our operations continued

Port Kembla

Port Kembla is a major economic driver for the Illawarra region, supporting key industries such as steelmaking and mining and servicing an extensive catchment across southern NSW. It is the State’s motor vehicle import hub, the principal grain export terminal for southern NSW and the second-largest coal export port. Each year, the port receives over 800 commercial vessel visits. Port Authority maintains a marine operations base and vessel traffic services at Port Kembla. Landside operations are managed by NSW Ports.



PORT KEMBLA



PORT FACT

- Australia’s first LNG import terminal was completed at Port Kembla in early 2025 and is in the commissioning phase, with a capacity sufficient to supply all of NSW’s peak gas demand.

Port of Eden

Port of Eden plays a vital role in supporting the South Coast’s fishing, forestry and tourism industries. The port services the import and export needs of several regional sectors and is home to a significant commercial fishing fleet. Eden is also a regular port of call for recreational vessels and has rapidly grown as a cruise destination, serving as a gateway to the Sapphire Coast. Around 70 commercial vessels call at the port annually across its three commercial wharves: the Port Authority-owned Eden Cruise Wharf, a privately owned woodchip terminal and the multi-purpose berth used by Port Authority and the Royal Australian Navy.



PORT OF EDEN



PORT FACT

- Halfway between Sydney and Melbourne, Eden is the southernmost deep-water harbour in NSW.



Our roles and responsibilities

Port Authority has responsibility for commercial marine functions in the ports presented above, including the statutory Harbour Master’s function under the *Marine Safety Act 1998* (NSW), the provision of pilotage and navigation services, and port safety functions as prescribed in its Port Safety Operating Licence (PSOL) granted by the NSW Minister for Transport in accordance with section 12(2) of the *Ports and Maritime Administration Act 1995* (NSW). The PSOL functions allocated to Port Authority include:

- monitoring of channel and berth depths;
- administering regulations concerning dangerous goods;
- operation of navigation aids;
- pilotage and exemptions from pilotage;
- port communications;
- emergency response;
- investigations of oil and chemical spills;
- vessel arrival systems; and
- maintaining a towage licence system for the ports of Botany Bay, Sydney Harbour, Newcastle, Port Kembla and Eden.

The PSOL was updated and renewed during FY25, and the current PSOL runs for a five-year term, being from 1 January 2025 until 31 December 2029. The PSOL provides for a port-specific quality assurance system, including the requirement to maintain port management systems specific to each port which are audited on an annual basis. The PSOL also requires Port Authority to maintain authorisation as a Vessel Traffic Service Authority in Sydney Harbour, Port Botany, Port Kembla and Newcastle Harbour.

Under the PSOL, Port Authority’s port operations teams exercise and manage port safety functions within the relevant port limits. For Sydney port operations, this encompasses the port areas of Sydney Harbour and Botany Bay; Newcastle port operations exercise port safety functions within Newcastle Harbour and Yamba; and the Port Kembla port operation exercises port safety functions within Port Kembla and Port of Eden. All performance standards of the PSOL were met during FY25.

Our key roles



Hydrographic survey

Scanning the seabed to identify hazards and map berths and channels to allow for safe passage of ships.



Emergency response

Protecting people and the environment by responding 24/7 to marine emergencies and pollution.



Cruise terminals

Welcoming passengers from ship to shore at our cruise facilities in Sydney and Eden.



Cruise development

Working with the world’s cruise lines to bring the economic benefits of cruise tourism to NSW.



Vessel traffic services

Monitoring and managing vessel movements and providing navigational assistance.



Port security

Providing maritime security to protect port users, port assets, the public and our people.



Dangerous goods

Enforcing the safe storage and handling of dangerous goods in port.



Safe navigation

Guiding ships safely through port with our network of buoys, marks, beacons and lighthouses.



Safety and training

Developing skills, reducing risks and maintaining a safe working environment for our people.



Marine assets

Maintaining equipment and vessels that enable our operational on-water capabilities.



Marine pilotage

Assisting safe navigation through port by having pilots on board all ships leaving and entering port, including transferring our highly skilled marine pilots to vessels at sea.



Port management

Developing and managing our port assets to provide NSW with world-class marine infrastructure.



Harbour master directions

Directing vessel movements and setting operating procedures to keep our ports safe and secure.



Our sustainability approach

Port Authority is committed to improving social and environmental outcomes in and around our ports, while delivering economic prosperity for the State of NSW by facilitating shipping, tourism and trade.

Our sustainability governance

Port Authority's overall corporate governance is composed of the Board, responsible for overseeing Port Authority's business and commercial affairs, and the Executive Team, led by the Chief Executive Officer (CEO), responsible for the day-to-day management of Port Authority's operations in accordance with the general policies and specific directions of the Board. The Board is also assisted by the People and Culture Committee, the Nominations Committee and the Audit and Risk Committee. The latter is responsible for providing oversight on Port Authority's sustainability, risks, opportunities and strategy, as well for monitoring and reviewing Port Authority's environmental, social and governance compliance.

Our sustainability governance is underpinned by our [Sustainability Policy](#), endorsed by the Group Executive, People, Environment and Legal, and approved by the CEO. The Sustainability Policy establishes a framework in which everyone in the organisation has a role to play in achieving Port Authority's expectations regarding sustainability.

Sustainability in our strategic planning

In 2020, we launched our Vision and Strategic Plan 2020-25, setting a course for the future with a firm commitment to sustainability. The plan provided a clear framework to align our workstreams with long-term objectives and to drive initiatives that deliver stronger outcomes for Port Authority's stakeholders, including customers, port communities, and employees.

At the core of the Vision and Strategic plan was the integration of sustainable practices across all levels of the organisation. This commitment led to initiatives and actions to reduce greenhouse gas emissions and resource use, enhance asset efficiency, promote sustainable behaviours, preserve heritage and embed sustainability in projects and procurement.

During FY25, we developed a refreshed strategic plan to guide our direction over the next five years: Our Direction 2025-30. The evolution and development of our new direction has been shaped by extensive consultation with our people, the Board of Directors, and key government, tourism and industry stakeholders. The plan revisited the Port Authority's purpose and vision, and added safety as a core value, alongside care, accountability, integrity and collaboration. Structured around three pillars – service, community and sustainability – and underpinned by safety and efficiency, the new direction will inform our priorities and initiatives through to 2030.

Elevated to a core pillar of our strategic framework, sustainability – in its social, environmental and economic dimensions – now underpins our operations more comprehensively than ever before.



Our Sustainability Framework





Port Authority’s Sustainability Framework is guided by Our Direction 2025-30. Aligned with and supporting our vision, purpose and values — as well as our new strategic pillars and focus areas — our Sustainability Framework is structured around four key themes: People, Planet, Prosperity and Partnerships.

These themes are aligned with the United Nations (UN) [2030 Agenda for Sustainable Development](#) and the associated [Sustainable Development Goals \(SDGs\)](#), which have been widely adopted across the port industry, including through the [World Ports Sustainability Program \(WPSP\)](#).

Our Direction 2025-2030

Our Vision	Growing trade and tourism in NSW		
Our Purpose	Keeping the ports of NSW safe, efficient and open to the world		
Our Values	Care Accountability Integrity Collaboration Safety		
Our Pillars	Service A commitment to delivering safe, efficient and customer-focused operations	Community Meaningful engagement with those we interact with across all stakeholders to strengthen our social licence to operate	Sustainability Safeguarding our long-term resilience with consideration to environmental responsibility, asset management and financial stability
	Safety and Efficiency		

Our Sustainability Framework

Our Sustainability Vision	Port Authority of NSW is committed to improving social and environmental outcomes in and around our ports, while delivering economic prosperity for the State of New South Wales through facilitating shipping, tourism and trade			
Our Themes	 <p>People Ensuring our people continue to thrive in safe, healthy and supportive work environments now and into the future</p>	 <p>Planet Furthering our responsibility to, and stewardship of, our natural environment and heritage</p>	 <p>Prosperity Optimising our operations and improving processes to enable efficient, growing commercial ports, deliver a strong balance sheet, and strengthen the return on our assets</p>	 <p>Partnerships Connecting and collaborating with our customers, stakeholders and communities to improve social, economic and environmental outcomes</p>
Our Focus Areas	<ul style="list-style-type: none"> Workplace Health and Safety Health and Wellbeing Diversity, Equity and Inclusion Employee Engagement and Development Governance and Integrity 	<ul style="list-style-type: none"> Climate Change Nature Environment and Community Impacts Heritage 	<ul style="list-style-type: none"> Economic Performance Innovation Assets and Infrastructure 	<ul style="list-style-type: none"> Community Responsibility Customers and Stakeholders Advocacy, Research and Industry Partnerships

Beneath each theme sits a series of focus areas that provide structure and guidance for our sustainability initiatives and support the coordinated and integrated management of Port Authority’s material topics — recognising that each focus area may be linked to one or more material topics.



Our sustainability approach continued

Our material topics

In FY24, we undertook a co-design process to determine our material topics in line with GRI 3: Material Topics 2021. The process included the following: (i) peer review and benchmarking of three national and international ports; (ii) stakeholder engagement focused on environmental, social and governance (ESG) trends, identification of actual and potential positive and negative impacts and material topic prioritisation. This stage included in depth interviews with internal (11 interviews) across the organisation and external (7 interviews) stakeholders and an internal and external survey (101 internal and 23 external responses); and (iii) review of key internal documents to analyse the current approach to material topics.

Positive and negative impacts of Port Authority's activities on the economy, environment and people, including impacts on their human rights, were then further explored and identified using: (i) existing internal and third-party research to describe impacts associated with each material topic and guide topic prioritisation; and (ii) internal interviews and work completed to date to outline Port Authority's actual positive and negative impacts. Finally, a significance assessment for each material topic was undertaken against the criteria, including: (i) scope; (ii) scale; (iii) irredeemable character; (iv) likelihood; (v) time horizon; (vi) cause; (vii) contributions or directly linked human rights implication; and (viii) intended or unintended.

The outcomes were discussed and explored in a materiality workshop with key internal stakeholders, including representatives from the Executive and Senior Leadership Teams across all Port Authority divisions, geographic regions, and varying lengths of tenure. Insights from the workshop, along with a subsequent review of outputs, informed the development of the final materiality matrix, definitions of material topics, and the prioritisation of 16 key issues. All material topics are important to Port Authority, but in accordance with GRI guidelines, they have also been assessed against eight criteria to assist with identifying overall significance (impact on the economy, people and planet), and level of importance to stakeholders. While each material topic is primarily linked to one of Port Authority's four sustainability themes, many are also relevant across multiple themes depending on the specific focus area being addressed.



Port Authority’s material topics

Theme	Material Topic	Definition	Significance
 People	Employee health, safety and wellbeing	Creating a safe and supportive working environment for our employees by considering ways of working and providing tools to protect their physical health, mental health, and general wellbeing.	High impact / importance
	Employee engagement and development	Providing employees with stronger connections to their work and our organisation, including providing opportunities for learning and growth, and attractive employee benefits.	Moderate impact / importance
	Diversity, equity and inclusion	Supporting an inclusive and diverse workforce and work culture where all people are treated fairly and have equal opportunities.	High impact / importance
	Governance, ethics and integrity	Ensuring strong and effective corporate governance, business ethics, transparency, accountability, and compliance with laws and regulations.	High impact / importance
 Planet	Decarbonisation and energy use	Decarbonising our operations through emission reduction initiatives, transitioning to and/or generating renewable energy electrification, and investing in low-emission technologies, such as sustainable fuels and infrastructure.	Highest impact / Business critical
	Climate change adaptation and resilience	Proactively prepare and adapt for physical and transitional risks of a changing climate impacting port infrastructure, operations and supply chains, including consideration of rising sea levels, severe weather events, natural disasters, and changes in operations and commodities through our ports.	High impact / importance
	Biodiversity preservation	Minimising the impact of our operations on habitat and diverse species on land and underwater, by protecting biodiversity habitat and enabling restorative outcomes.	Moderate impact / importance
	Environmental stewardship	Minimising the environmental impacts of our operations, including focusing on reducing noise and air pollution, waste reduction, and improving water efficiency and quality.	High impact / importance
 Prosperity	Efficient, responsible and resilient supply chains	Enabling robust and resilient supply chains, increasing efficiencies, and collaborating with our supply chains to improve environmental and social impacts, including supporting seafarer’s wellbeing.	High impact / importance
	Innovation, digital transformation and cyber security	Investing in innovation and new digital technology to the benefit of our employees and stakeholders and to ensure the security of our systems.	High impact / importance
	Port infrastructure, safety, trade and asset management	Managing, developing and improving our asset and facility management and port infrastructure to enable safe and efficient port access, operations and sustainable growth.	Highest impact / Business critical
 Partnerships	Engaging first nations	Building meaningful and mutually beneficial relationships with Aboriginal communities and incorporating Aboriginal knowledge into business activities impacting the natural environment, land and water.	Moderate impact / importance
	Community engagement	Building strong relationships with our local communities, by providing support through partnerships and engagement activities, and through connections and collaboration.	High impact / importance
	Social licence to operate	Maintaining our ports’ social licence to operate, particularly Sydney’s working harbour.	Highest impact / Business critical
	Collaboration, partnerships and engagement	Building strong partnerships and relationships with our customers and stakeholders, including advocating for activities and strategic partnerships that improve overall sustainability outcomes.	High impact / importance
	Leadership and advocacy	Taking a leadership and advocacy role in driving environmental and social initiatives and facilitating collaboration across different stakeholder groups, including the shipping industry.	High impact / importance

Information on positive and negative impacts, related policies and commitments and actions taken to manage the material topics, along with details on how the effectiveness of these actions is tracked and how relevant stakeholders have been engaged, is systematically presented in this Report.



Our sustainability approach continued

Our sustainability accreditations

Sustainability Advantage

Port Authority is proud to be a partner of the NSW Government's [Sustainability Advantage](#) program, a business support initiative delivered by the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW). The program aims to accelerate sustainability performance across four inter-related areas: (i) net zero emissions; (ii) circular economy; (iii) nature positive; and (iv) the United Nations (UN) [Sustainable Development Goals](#) (SDGs).

As a partner member, Port Authority receives tailored support including access to expert advice, diagnostic assessments, leadership development opportunities and participation in specialised forums and training. The program also provides access to the Sustainability Advantage Recognition Scheme, which acknowledges organisations that demonstrate measurable sustainability achievements.

In June 2025, Port Authority achieved Silver Partner recognition through Sustainability Advantage. This recognition reflects our significant progress since achieving Bronze status in August 2021 and acknowledges our commitment to sustainability.



The Silver Partner status was awarded following a rigorous application and assessment process, which evaluated our performance across seven key criteria:

- Engagement with the Sustainability Advantage program and its member network;
- Leadership and public reporting of sustainability goals and progress;
- Integration of sustainability risk and resilience into business practices;
- Operational performance improvements including emissions reduction and resource optimisation;
- Embedding sustainability into organisational culture and staff development;
- Sustainable supply chain practices and modern slavery risk mitigation; and
- Strategic engagement with external stakeholders to advance sustainability outcomes.

Port Authority's recognition as a Silver Partner is a formal acknowledgement of our continuous improvement in environmental, social and governance (ESG) performance. We look forward to continuing our partnership with Sustainability Advantage and progressing toward Gold Partner status in the future.

Green Marine

In June 2025, Port Authority became the first Australian port organisation to become certified under the [Green Marine](#) program, a leading, voluntary initiative that guides the maritime industry towards environmental excellence through measurable actions beyond regulatory requirements. Established in 2007 in North America and expanded to Europe in 2020, Green Marine launched its program in Australia in 2024 following a successful pilot, with Port Authority participating in the inaugural cohort.

The program provides a comprehensive framework for maritime organisations, including ports, terminals, shipyards and vessel operators, to benchmark and improve their environmental performance across a set of rigorous performance indicators.

Following a comprehensive self-evaluation and independent verification process, we achieved Green Marine certification across all six of our port locations. The program rates performance for each indicator on a scale from Level 1 (monitoring of regulations) to Level 5 (excellence and leadership).



Our first year in the program provided valuable insights into the indicators used by Green Marine to assess port organisations. Despite being a new member, Port Authority achieved results above Level 1 in five of the eight performance indicators. Green Marine certification requires continual improvement, with participants expected to advance at least one level in one performance indicator each year until all applicable indicators reach Level 2 or higher.

Participation in the Green Marine program allows us to benchmark against international best practice, track continual improvement and pinpoint where we can grow and improve to maintain our position as an industry leader in sustainability in Australia and the region.

Results of 2024 assessment



Air emissions – greenhouse gases



Aquatic ecosystems



Community impacts



Community relations



Environmental leadership



Spill prevention and storm water management



Underwater noise



Waste management





People

Ensuring our people continue to thrive in safe, healthy and supportive work environments now and into the future.

At Port Authority, we are fostering a culture where our core values of care, accountability, integrity, collaboration and safety are embraced by all employees. We value and respect individual differences, and we are committed to creating an environment where everyone can reach their full potential and strive for excellence.

Safety is at the heart of our purpose and one of our core values. Whether in the office, on-site conducting inspections or works, or out on the water ensuring our ports remain safe, efficient and open to the world, the safety of our people is always our top priority.

We are also committed to upholding the highest standards of corporate governance, building an ethical, transparent and accountable environment that considers and respects the interests of all our stakeholders.

RELEVANT MATERIAL TOPICS

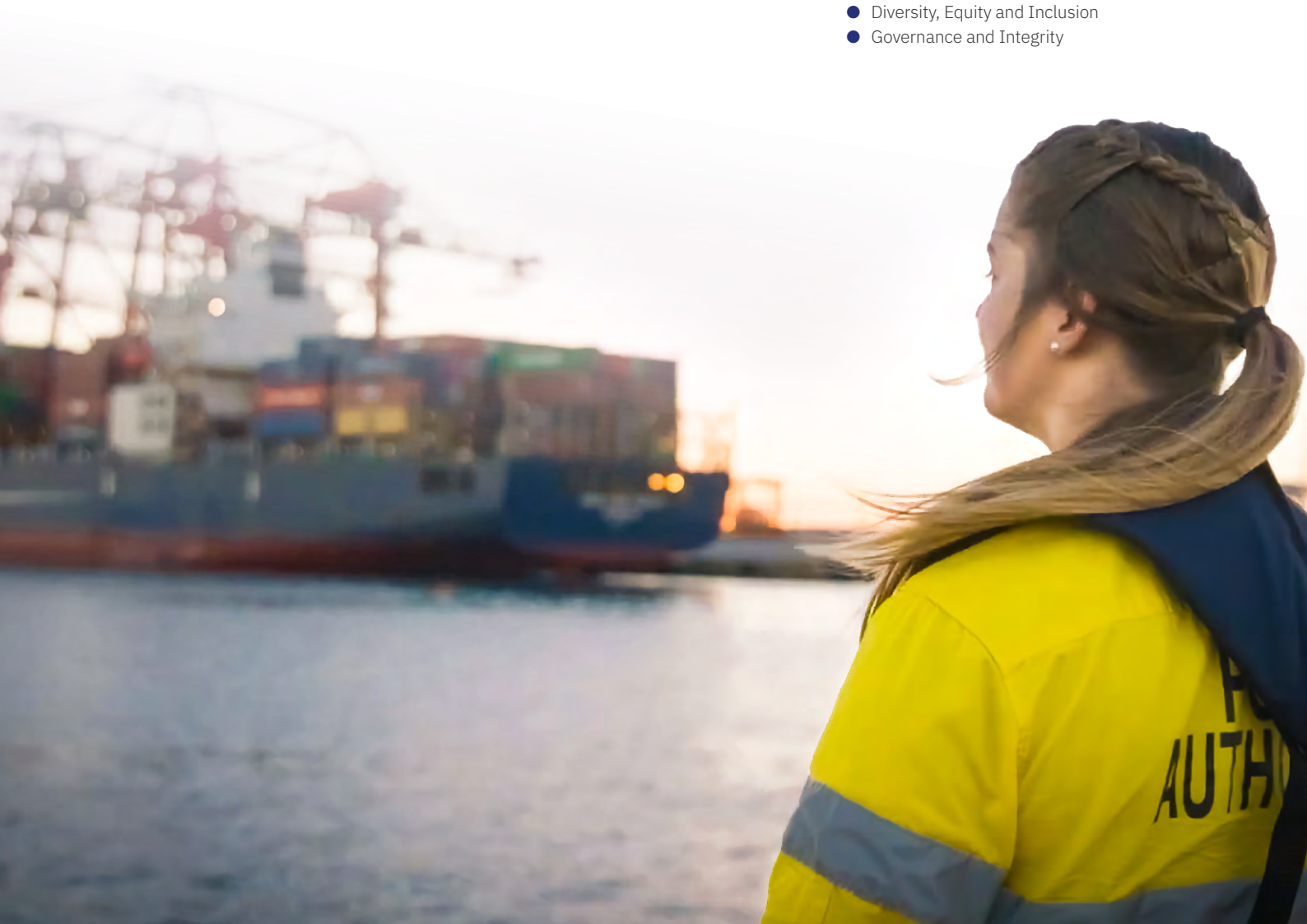
- Employee health, safety and wellbeing
- Employee engagement and development
- Diversity, equity and inclusion
- Governance, ethics and integrity

RELEVANT UNITED NATIONS SDGS



In this section:

- Workplace Health and Safety
- Health and Wellbeing
- Employee Engagement and Development
- Diversity, Equity and Inclusion
- Governance and Integrity





Workplace Health and Safety

RELEVANT MATERIAL TOPICS

- Employee health, safety and wellbeing

2030 GOAL

Ensure that all Port Authority workplaces are physically and psychologically safe by going beyond regulatory requirements, investing in our people and matching our assets to current and future operational needs.

FY25 Initiatives	Status	Outcome/Results
Develop a Fitness for Work Policy	In progress	All procedures relating to Fitness for Work were completed and put in place. The Policy has been drafted and is ready for consultation prior to implementation.
Review and update all high-risk workplace health and safety procedures	Complete	All high risk work procedures were completed and put in place.
Achieve over 90% completion of scheduled critical compliance activities	Complete	All critical compliance activities were completed.
Implement a pilot ladder training facility	Complete	Pilot ladder training facility at Port Kembla became operational and open for external bookings.

FY26 Planned Initiatives

- Implement the Fitness for Work Policy and associated procedures in all Port Authority workplaces
- Reduce manual handling activities via an audit of all sites and introduction of alternatives where reasonably practicable

Context

Safety and care are core values of Port Authority. Due to the nature of our operations, which span complex marine environments, port infrastructure and frontline operational activities, ensuring the health, safety and wellbeing of our people is critical not only to protecting them personally, but also to maintaining the continuity and reliability of essential port services across NSW. Our commitment to a physically and psychologically safe, incident-free workplace is embedded in our purpose to keep the ports of NSW safe, efficient and open to the world.

Port Authority’s Workplace Health and Safety (WHS) Policy guides our approach, outlining the shared responsibility of managers, employees and contractors in achieving strong safety outcomes. Safety is considered a condition of employment and is integrated into every aspect of our planning, decision-making and daily activities.

We work collaboratively across divisions and port locations to foster a unified safety culture, supported by education, training, consultation and robust risk management systems. Our efforts extend to both prevention and recovery, with programs in place to support safe and durable return-to-work pathways for those affected by work-related or non-work-related health conditions.

We are committed to continuous improvement by going beyond legal obligations and being a leader of industry standards. Through this, we aim to achieve a strong and consistent safety track record that reflects our values and ensures that everyone goes home safe and well, every day.



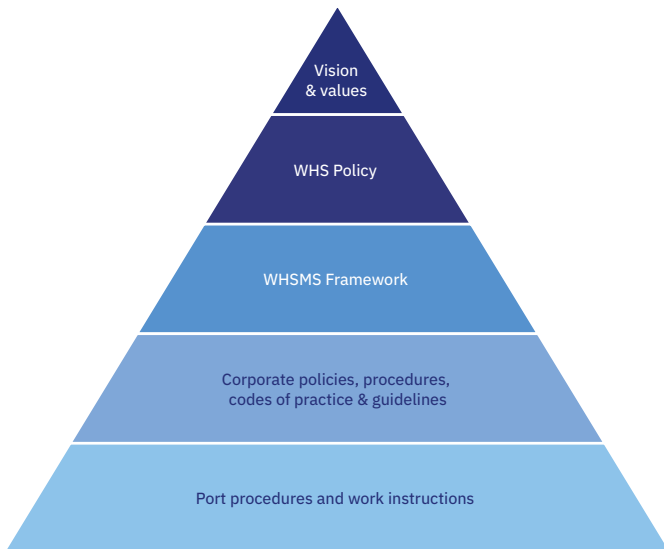
People continued

Our approach

WHS governance

Port Authority’s Workplace Health and Safety Management System (WHSMS) is underpinned by the WHS Policy and applies to all workers, i.e., officers, employees, contracted employees and temporary employees of Port Authority. The system is structured in alignment with the ISO 45001:2018 Occupational Health and Safety Management System and built around 15 key elements grouped into four core categories: (i) leadership and worker participation; (ii) planning; (iii) support and operation; and (iv) performance evaluation and improvement. Therefore, WHS at Port Authority is managed in accordance with a hierarchy of documents.

Our WHSMS enables us to maintain compliance with applicable work health and safety legislation, including the *Work Health and Safety Act 2011* (NSW), its associated regulations, and the requirements set by SafeWork NSW.



PORT AUTHORITY’S WHS HIERARCHY OF DOCUMENTS

Port Authority’s WHS Hazard and Risk Management Procedure outlines a structured process to identify, assess and manage work-related hazards in both routine and non-routine activities. Workers are consulted throughout, and a formal hazard reporting process ensures risks are either eliminated or controlled using appropriate measures. Risk assessments are based on known hazards and controls, and outcomes are used to review and improve the WHSMS. Competency is supported through training, supervision and compliance with internal procedures.

WHS performance

No serious injuries or dangerous incidents were recorded in FY25. Four high potential near misses were reported to regulators, with two resulting in improvement notices, and both closed without prosecution. Employee injuries at work fell by four to 32 in FY25. However, workers’ compensation claims increased, which is reflected in the recordable injury frequency rate and an indicator of higher severity injuries. Four psychological claims were reported, up from previous years, with the average net incurred cost 4.6 times that of physical claims. Lead indicator performance was strong, with workplace inspections, safety conversations, vessel drills and WHS committee meetings above target reporting.

[FY25 DATA ON WHS PERFORMANCE IS PRESENTED IN DATA SUMMARY – PEOPLE](#)

Key actions in FY25

Delivery of Port Authority’s new pilot vessel with self-righting capability

In December 2024, Port Authority welcomed the arrival of PV Yanaga, our new pilot vessel designated to operate in Port Botany and, during the busy cruise season, in Sydney Harbour. The vessel is equipped with critical safety features, including a self-righting design engineered to maintain stability and return the vessel to an upright position in the event of a rollover.



PV YANAGA: FIRST PILOT VESSEL WITH SELF-RIGHTING CAPABILITY

While self-righting capability is not required by legislation, Port Authority has adopted it as a mandatory safety standard for new pilot vessels under its Fleet Management Strategy, recognising its advantage in mitigating risks by vessel design during adverse weather and capsize scenarios. Additional safety features of PV Yanaga include a suspended floating wheelhouse to reduce noise and vibration (common causes of fatigue) and a hull design that minimises suction alongside ships, enhancing both safety and manoeuvrability.

[READ MORE ABOUT PV YANAGA ON PAGES 54 AND 59.](#)



Purchase of respiratory protection equipment

In March 2025, Port Authority acquired respiratory protection equipment to support safe escape from hazardous environments during fire incidents and to safeguard frontline personnel. This initiative involved the deployment of full Powered Air-Purifying Respirator (PAPR) kits across two of our sites: Brotherson Dock in Port Botany and Moore’s Wharf in Sydney Harbour. To support effective implementation, a comprehensive training program was delivered and achieved a 95% completion rate among relevant staff.

Safety upgrades to pilot vessels

As part of our ongoing commitment to safety and operational excellence, in May 2025, Port Authority installed an escape hatch on one of our St Brendan Class pilot vessels (PV Sever), with escape hatches scheduled to be installed on the PV Sharp and PV Sinclair in FY26. The upgrades included escape hatches fitted to the aft, port and starboard windows, along with the addition of a removable access ladder to facilitate emergency egress. The design was reviewed and accepted by a certified marine surveyor, and the installations were undertaken by Sydney City Marine. These modifications provide an additional escape route for crew members in the event of an incident such as a capsize or collision, going over and above the national standard.



ESCAPE HATCH ON PV SEVER

Complementing these structural upgrades, atmosphere monitoring systems were installed in the battery compartments of the same vessels following a series of incidents involving hydrogen sulphide accumulation. These systems include multi-head gas detectors with alarms and displays, enabling real-time monitoring of air quality and early warning of hazardous conditions.

Installation of a pilot ladder training facility at Port Kembla

In April 2025, Port Authority commissioned a state-of-the-art pilot ladder training facility at Port Kembla to enhance safety and operational readiness for marine personnel. Developed in partnership with local emergency response specialists AVCON Projects, the facility replicates a full-height 9-metre rope ladder mounted on shipping containers, complete with a simulated “step-off” platform to mirror real-world conditions encountered during vessel transfers at sea.



PILOT LADDER TRAINING AT PORT KEMBLA

The training structure allows participants to practice climbing both full-height rope ladders and combination ladder arrangements at 6 metres, with fall arrest systems in place to ensure safety during exercises. This facility supports training for pilots, VTS operators, pilot boat crews and other maritime professionals who require ladder familiarisation before undertaking live transfers. Providing an in-house facility reduces reliance on third-party providers and contributes to cost savings under our SmartPort initiative. The facility is also available for external bookings.

[READ MORE ABOUT SMARTPORT ON PAGE 49.](#)

People continued

Health and Wellbeing

RELEVANT MATERIAL TOPICS

- Employee health, safety and wellbeing
- Diversity, equity and inclusion

2030 GOAL

Build a positive workplace culture that supports employee health and wellbeing.

FY25 Initiatives	Status	Outcome/Results
Deliver actions to support the overall health and wellbeing of staff	Complete	Wellbeing webinars were delivered, facilities were upgraded, workplace policies were enhanced and new employee benefits were introduced.
Achieve over 90% completion of psychosocial training for employees	Complete	Training was completed by 97% of employees.
Implement a psychosocial reporting platform	Complete	The “Speak Up” platform was established to enable confidential reporting of concerns.

FY26 Planned Initiatives

- Develop and implement a Health and Wellbeing Plan
- Deliver further training and support for leaders on psychosocial hazards

Context

At Port Authority, we understand that the health and wellbeing of our employees are fundamental to creating a safe, productive and engaged workforce. We are committed to supporting our people by fostering a workplace culture that values wellbeing in all its forms: physical, mental and emotional. Our approach recognises that when employees are supported to feel and perform at their best, everyone benefits.

We promote wellbeing through a range of initiatives and resources that encourage healthy habits, work-life balance and open conversations around wellness. This includes internal communications, wellbeing-focused campaigns and access to information that empowers individuals to take proactive steps in caring for their health. We also recognise the importance of flexibility and understanding in how we work, and continue to explore ways to support employees through different life stages and responsibilities.

This focus on health and wellbeing is embedded in our values of care, accountability and safety, forming part of our broader commitment to creating a positive employee experience and a resilient, people-centred organisation.

Our approach

To further strengthen our holistic approach to health and wellbeing, we appointed Sonder as our employee support partner in FY24. Sonder provides all employees with 24/7 access to confidential assistance across a broad range of needs, from mental and physical health to safety, security and everyday life challenges. Through the Sonder app and phone support, employees can connect with qualified health professionals, mental health specialists and safety experts at any time. The platform also offers curated articles, tools and self-guided resources covering topics such as resilience, stress management, financial wellbeing and navigating major life events. This combination of immediate access to professional help and reliable information empowers our people to take proactive steps in managing their wellbeing.

As part of our commitment to supporting the overall health and wellbeing of our people, we offer a subsidised gym membership program, enabling employees to access fitness facilities at a significantly reduced cost. This initiative encourages regular physical activity, which is proven to improve both physical and mental health, boost energy levels and enhance resilience. By lowering financial barriers to fitness, we make it easier for our staff to incorporate exercise into their daily routines.

All Port Authority employees have access to discounted private health and life insurance. Free flu vaccinations are also offered to all staff each year in the lead-up to flu season. Information on how to book a flu shot is shared with employees on Sonder and via email in advance of the winter months, and vaccinations may be accessed at a range of facilities across the State, making it easy and convenient to participate.



In line with the NSW Government policies, Port Authority offers a range of leave arrangements that promote the health and wellbeing of its employees. These include paid parental leave entitlements for both primary and secondary carers, paid special leave in the event of miscarriage or pre-term birth and up to 10 days of paid family and domestic violence leave each calendar year.

We also provide employees with access to Flare Benefits, an online platform offering exclusive discounts and savings across a wide range of retailers, services and lifestyle products, from groceries and fuel to travel, entertainment and technology. This practical benefit supports financial wellbeing, rewards our people’s contributions and adds value beyond salary, helping to create a more attractive and sustainable employee experience.

Key actions in FY25

Delivery of wellbeing webinars

As part of the "Safety First. Wellbeing Always" campaign, Port Authority hosted a dedicated wellbeing webinar on 10 December 2024, focused on helping staff manage stress during the holiday season—a time that can bring increased pressure and heightened expectations. The webinar aimed to provide employees with practical tools to identify and manage signs of stress and anxiety, encouraging a proactive approach to mental wellbeing during a traditionally busy and emotionally charged period.



The session was led by Leanne Thomas, Senior Manager, Organisational Development & Learning, and featured special guest Ben Higgs, a qualified Mental Health Trainer, Australia Day Award recipient, and founder of The Rise Foundation Australia. Together, they explored the mental health continuum, common emotional challenges experienced during the festive season and strategies to support wellbeing. Topics included mindfulness techniques such as breathwork, the importance of social connection, time in nature and maintaining healthy routines around nutrition and exercise.

Port Authority also actively promoted the Thrive Masterclass across internal channels and encouraged staff participation as part of its ongoing commitment to workplace wellbeing. Held on 26 June 2025, this webinar was an NSW Government-led wellbeing event designed to help public sector employees boost energy, sharpen focus and reduce burnout. Featuring speakers like Layne Beachley, a seven-time World Surfing Champion, and Tess Brouwer, a Positive Psychology Practitioner, the session offered practical strategies for enhancing resilience and self-care. Resources and recordings were made available to employees to ensure they could access the tools and insights shared during the session.

Provision of discounted health and life insurance

As part of our commitment to employee wellbeing, Port Authority introduced a new staff benefit in FY25, partnering with Howden to provide all employees access to discounted private health and life insurance.

Launch of the ‘Speak Up’ platform

In December 2024, Port Authority launched the ‘Speak Up’ platform, a confidential reporting tool designed to support psychosocial safety and workplace integrity. The platform enables staff to report concerns related to psychosocial injuries, public interest disclosures, and workplace grievances in a secure and respectful manner.



Reports are triaged by Port Authority’s Legal Team and directed to other relevant teams on a need-to-know basis. This process complements existing reporting mechanisms including MyOSH, FairCall, and to the People and Culture and Workplace Health and Safety Teams. This initiative reinforces our commitment to a psychologically safe workplace where employees feel empowered to raise concerns privately without fear.

Delivery of mental health first aid training

In February 2025, Port Authority delivered accredited Mental Health First Aid (MHFA) training to employees across the organisation. This two-day program equipped participants with the skills to recognise early signs of mental health challenges, offer initial support and guide colleagues towards professional help. By embedding MHFA-trained staff within teams, we’ve built a proactive network of mental health champions, fostering a safer, more inclusive workplace and helping to normalise open conversations around mental wellbeing.

People continued

Update of medical standards for marine pilots

In FY25, Port Authority was consulted by Transport for NSW (TfNSW) and contributed to the review of the medical standards for marine pilots, ensuring alignment with best practice and regulatory requirements. These revisions resulted in the release of the updated [NSW Marine Pilotage Code – 1 July 2024](#), which outlines a mandatory fitness standard and periodic health assessments for NSW marine pilots. Assessments are conducted by authorised health professionals appointed by Port Authority, ensuring consistency and compliance across our operations.

Better facilities and procedures to support women's wellbeing

In FY25, Port Authority upgraded the female locker and change facilities at Brotherson House in Port Botany to enhance comfort and inclusivity for frontline staff from our Sydney Operations Team. These improvements addressed long-standing issues such as limited space and the absence of personal lockers, creating a more functional and respectful environment for female employees.

We also implemented dedicated guidelines to support pregnant employees, reinforcing our commitment to ensuring that expectant staff are provided with clear guidance, appropriate adjustments and access to wellbeing resources throughout their pregnancy.

[READ MORE ABOUT OUR APPROACH TO DIVERSITY, EQUITY AND INCLUSION ON PAGES 28-31.](#)

Health and wellbeing in the refurbished Bond One office

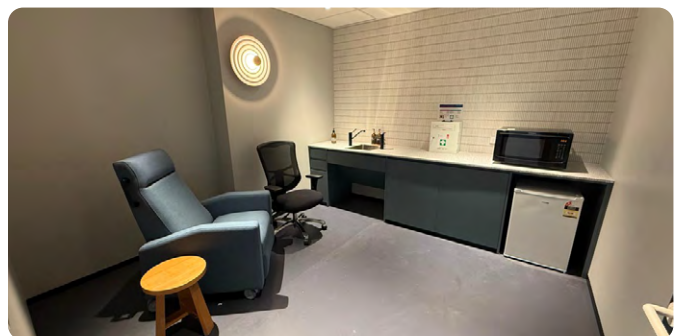
The newly refurbished Bond One office (Port Authority's head office) has been purposefully designed to support the health and wellbeing of our staff. Informed by employee feedback, it offers a variety of work environments, from large meeting rooms and flex offices to soundproof booths, focus rooms and open desks, each designed to promote comfort, productivity and collaboration.



CASUAL COLLABORATION AT THE BOND ONE OFFICE

A dedicated Wellness Room, located near the kitchen and printers, provides a quiet space to recharge and is equipped with a first aid kit, supporting both physical and mental wellbeing. Ergonomic features are embedded throughout, with guidance on desk and chair setup, screen positioning and workstation adjustments to encourage healthy posture and reduce strain.

A flexible desk booking system promotes movement and interaction across teams, while breakout areas, kitchen spaces, and the nearby Barangaroo and Walsh Bay precincts encourage regular breaks and walking meetings, boosting both physical activity and mental clarity.



WELLNESS ROOM AT THE BOND ONE OFFICE

[READ MORE ABOUT THE REFURBISHMENT OF OUR BOND ONE OFFICE ON PAGE 53.](#)

Delivery of psychosocial safety training for leaders

In FY25, we delivered psychosocial safety training to all leaders as part of our commitment to fostering a psychologically safe and inclusive workplace. The training equipped managers with the tools to identify psychosocial hazards, support employee wellbeing and lead respectful, open conversations around mental health. Completion rates exceeded expectations, with 97% of employees completing the training.

This initiative was reinforced through the internal campaign Safety First. Wellbeing Always, which encouraged leaders to initiate safety conversations with their teams and record them in MyOSH. A guide with talking points and coaching support was provided to help leaders engage meaningfully with staff on psychosocial safety topics.



Employee Engagement and Development



RELEVANT MATERIAL TOPICS

- Employee engagement and development



2030 GOAL

Support and strengthen employee professional growth, leadership, capability development and engagement.

FY25 Initiatives

Deliver the FY25 actions of the Leadership Development Program

Status

Complete

Outcome/Results

Leadership capability was strengthened through the launch of the Leadership Toolkit and the delivery of key programs, including GIFT Mindset, Frontline Leadership and Emerging Leaders.

Run two pulse surveys

Complete

Organisation-wide pulse surveys in July 2024 and May 2025 provided valuable insights into employee sentiment and informed actions to strengthen engagement.

FY26 Planned Initiatives

- Deliver a new People and Culture Strategy, including our leadership approach and succession planning for critical and key roles (organisation-wide)
- Implement an updated approach to recognition and performance management
- Implement an updated approach to recruitment including focus on pipelines of talent and critical roles
- Improve engagement survey methodology to use more real-time data

Context

At Port Authority, we recognise that our people are central to our success. Their skills, commitment and diverse perspectives drive our ability to deliver safe, sustainable and efficient port operations. Investing in their growth, capability and engagement is fundamental to our long-term performance and to creating a workplace where people feel valued, supported and empowered.

Our approach to workforce development goes beyond technical training. It encompasses leadership development, career progression, continuous learning and fostering an inclusive and respectful culture. By engaging with our people and listening to their feedback, we strengthen not only individual potential but also the resilience, motivation and capability of our organisation as a whole.

Our approach

Port Authority is committed to fostering an engaged and capable workforce by prioritising both employee development and open dialogue. We provide opportunities for learning and professional growth through policies that support study assistance, study leave and professional memberships, while also offering access to a broad range of training programs. Engagement is strengthened through regular surveys and feedback mechanisms, ensuring that employees have a voice in shaping their workplace experience. Together, these approaches create an environment where employees feel supported, valued, and empowered to contribute to the organisation's ongoing success.

Employee development

ONBOARD, Port Authority's new Learning Management System (LMS), represents a key milestone in our commitment to employee development and organisational growth. This strategic investment enhances training and development capability, providing a seamless and intuitive learning experience. ONBOARD gives employees access to a wide range of courses to support professional growth and track progress, while also enabling Port Authority to leverage detailed reporting and analytics to strengthen workforce capability and proactively manage potential risks.

We invest in employee growth through our Professional Development Policy, which offers study assistance, study leave and support for professional memberships. This commitment ensures employees can strengthen skills that enhance their current roles while contributing to the organisation's long-term success.

Employee engagement

To inform and strengthen the People and Culture Strategy, Port Authority conducts a biennial employee engagement survey, complemented by regular pulse checks throughout the year. These surveys provide valuable insights into employee sentiment and experience, helping us to understand what is working well and where improvements can be made. Findings are translated into action plans that directly respond to employee feedback, ensuring our initiatives are meaningful and targeted. This approach fosters an open feedback culture, strengthens trust, and helps us continuously improve the employee experience across the organisation.

People continued

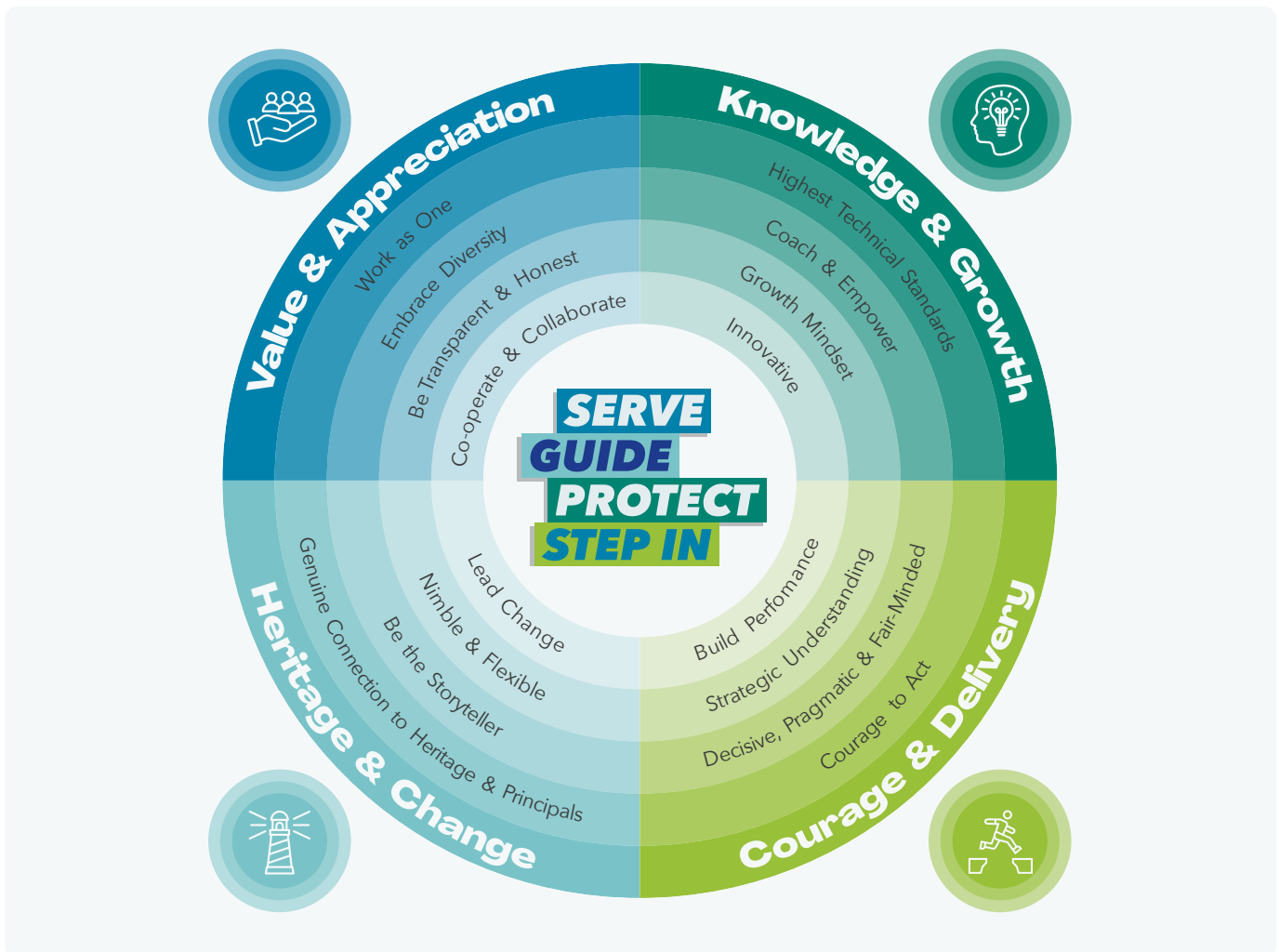
Key actions in FY25

Delivery of Port Authority’s Leadership Development Program

Port Authority’s bespoke Leadership Development Framework was contributed to by our people to reflect the way we lead. Its development informed the first round of the Leadership Development Program in FY24, a training targeted at executive and senior leaders.

In FY25, to embed our Leadership Development Framework into everyday practice, we introduced the Leadership Toolkit, a practical and accessible SharePoint-based hub supporting leaders at all levels. Whether leading self, others or the broader organisation, the toolkit provides a range of on-demand tools, resources, and self-directed learning materials. This self-directed platform ensures learning is embedded, scalable and responsive to the evolving needs of our workforce.

To further strengthen leadership from within, we rolled out the GIFT Mindset Program, a unique offering focused on self-awareness, growth and resilience. Built on the idea that every experience, positive or challenging, holds a ‘gift’, the program empowered individuals to shift their thinking and see opportunities for learning and contribution in everyday moments. Delivered to all employees as the final stage of our leadership journey, the program reinforced our commitment to cultivating a growth mindset and psychological safety across the organisation.



PORT AUTHORITY’S LEADERSHIP DEVELOPMENT FRAMEWORK SUPPORTING OUR VALUES OF CARE, ACCOUNTABILITY, INTEGRITY, COLLABORATION AND SAFETY



In support of future leadership capability, we delivered the Frontline Leadership Development Program, targeting those currently leading teams, and the Emerging Leaders Program, targeting high-potential individuals at Port Authority. Both programs blended experiential learning, peer collaboration and mentoring to build critical skills in leading people, decision-making and strategic thinking. By investing in the next generation of leaders, we are actively shaping a pipeline of talent equipped to lead with purpose and integrity.

Implementation of a new orientation program

In FY25, we welcomed 27 new starters through our ‘Welcome Aboard’ program, our new face-to-face orientation program for all new employees, regardless of role or experience. Designed to foster connection, understanding and a strong sense of belonging, this one-day experience brings people together from across the organisation.

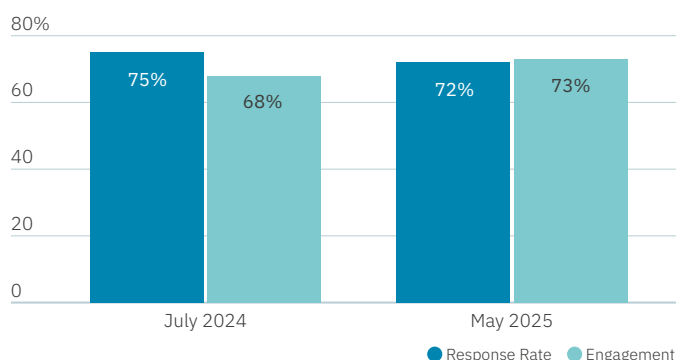
The day begins with a welcome from our CEO and includes presentations from each division, offering insights into our operations and strategic direction. It concludes with a Sydney Harbour tour aboard one of our vessels, led by the Sydney Operations Team, providing a powerful, firsthand view of the vital work our frontline teams perform every day.



NEW EMPLOYEES WRAP UP THE ORIENTATION PROGRAM WITH A TOUR ABOARD GIRAWAA

Delivery of pulse surveys

In FY25, Port Authority conducted two pulse surveys to measure employee sentiment and engagement. The July 2024 survey achieved a 75% response rate with an engagement score of 68%, while the May 2025 survey recorded a 72% response rate and a higher engagement score of 73%. These results show a positive upward trend, highlighting the value employees place on having their voices heard and reflecting the impact of initiatives shaped directly by their feedback. The outcomes demonstrate the effectiveness of Port Authority’s continued investment in people and culture initiatives, reinforcing our commitment to fostering a supportive and engaged workforce.



PULSE SURVEY RESULTS IN FY25

Delivery of marine operations training

In FY25, the Port Authority delivered targeted operations training designed to strengthen workforce capability, environmental resilience and community safety. A total of 134 participant places were recorded across 26 training programs, covering marine operations, emergency response, safety compliance and specialist licensing. Courses were delivered at varying frequencies including annual programs, once-off certifications and 2- to 5-yearly refreshers, ensuring both immediate compliance and the long-term sustainability of workforce skills.

High participation was achieved in oil spill and shoreline response, incident management and pollution control, directly supporting environmental preparedness. Specialist programs such as Chemical Spill Awareness, Wildlife Responders and Marine Pollution Response reinforced the organisation’s commitment to safeguarding marine ecosystems. At the same time, refresher courses in firefighting, sea survival, working at heights and WHS compliance ensured operational safety and staff wellbeing. This training mix equipped employees with the capability to operate safely, respond effectively to emergencies and contribute to sustainable outcomes for the communities we serve.



People continued

Diversity, Equity and Inclusion

RELEVANT MATERIAL TOPICS

- Diversity, equity and inclusion

2030 GOAL

Continue education, engagement and targeted training, alongside strong leadership, to ensure a diverse, equitable and inclusive workplace.

FY25 Initiatives	Status	Outcome/Results
Deliver the Diversity and Inclusion Action Plan activities scheduled for FY25	Complete	The Cultural Compass Training was delivered and embedded within inductions for new starters. The Diversity and Inclusion Hub was launched. Staff participated in the Inclusive Employer Index survey run by Diversity Council Australia who endorsed Port Authority as an inclusive employer.

FY26 Planned Initiatives

- Develop and implement a new Diversity, Equity and Inclusion Plan
- Pursue Carers + Employer accreditation from Carers NSW
- Maintain Inclusive Employer recognition from Diversity Council Australia
- Develop a new recruitment system that captures voluntary diversity data

Context

At Port Authority, diversity, equity and inclusion (DEI) are essential to who we are and how we operate. As a values-led organisation responsible for safe, efficient and sustainable operations at some of Australia’s busiest ports, we understand that creating a diverse and inclusive workplace is not just the right thing to do, it is critical to our success.

We operate in complex and dynamic environments that require adaptive thinking, collaboration and trust. A diverse workforce brings a wider range of perspectives, experiences and problem-solving approaches, which helps us make better decisions, innovate with purpose and respond more effectively to the needs of our stakeholders. Fostering inclusion ensures that all voices are heard, valued and empowered, contributing to a safer, more engaged and productive workplace.

We also recognise our responsibility to reflect the communities we serve and to actively remove barriers that limit participation and opportunity. By embedding DEI principles into our culture, systems and practices, we aim to create a workplace where everyone feels respected, supported and able to thrive.

Our approach

Our approach to DEI is grounded in a belief that every employee should feel safe, respected and empowered to thrive. We are committed to building a workplace where difference is embraced, equity is embedded in systems and decision-making, and inclusion is part of our everyday culture.

A cornerstone of our approach is the active leadership of our five Employee Reference Groups (ERGs). These networks represent Aboriginal and Torres Strait Islander employees, LGBTQ+ employees, women in maritime, carers and people with disability, and culturally, linguistically and age-diverse employees. Each group plays a critical role in shaping and advancing our DEI objectives. They serve as peer support communities, consultative bodies, and champions of awareness, cultural learning and organisational change.



PORT AUTHORITY’S EMPLOYEE REFERENCE GROUPS



With strong executive sponsorship, planning and development support, and representation across diverse roles and locations, our ERGs are embedded into the heart of our DEI governance. They collaborate with Port Authority’s People and Culture Team to co-design actions, review internal practices and provide insight into the lived experiences of employees. Through campaigns, learning sessions and community engagement, these groups help amplify voices, challenge assumptions and create space for shared understanding across the organisation.

We are now entering a strategic maturity phase in our DEI journey. This includes shifting from a Diversity and Inclusion lens to a broader focus on Equity, ensuring that fairness is built into the way we lead, communicate and operate. We are aligning language and frameworks across the organisation, embedding inclusive leadership principles and building the structures needed to ensure all employees have the opportunity to grow, contribute meaningfully and feel a genuine sense of belonging at Port Authority.

Key actions in FY25

Delivery of DEI training

Throughout FY25, we delivered targeted training programs to embed DEI principles into our workplace culture and practices. To strengthen fairness and reduce bias in hiring, all hiring managers completed Unconscious Bias Training. This interactive training focused on raising awareness of the subtle, often automatic judgments we all make, and how these can influence recruitment decisions. Managers were equipped with tools to mitigate bias during candidate shortlisting, interviews, and selection, helping to ensure more equitable and inclusive hiring outcomes. This training is a key part of our inclusive recruitment strategy and supports our aim to attract and retain diverse talent across all levels of the business.

We also introduced Cultural Compass Training, a bespoke organisation-wide initiative designed to engage all employees in meaningful conversations about inclusion. Developed in collaboration with Diversity Partners, the program was tailored specifically to our workplace context and culture and was mandatory to all staff. It explored diversity in its broadest sense, including lived experiences, ways of thinking, backgrounds and identities, and highlighted how these differences strengthen our organisation. The training addressed how unconscious bias can subtly influence day-to-day interactions and decision-making. It focused on identifying inclusive behaviours, fostering respectful communication and empowering employees to be active upstanders who confidently call out disrespect and advocate for inclusion. A key emphasis was placed on creating psychological safety, ensuring every team member feels safe to contribute ideas, voice concerns and participate fully in an environment where all perspectives are valued.



PORT AUTHORITY'S CULTURAL COMPASS

Organisation of the first ERG planning day

On 12 December 2024, a dedicated planning day was held to strengthen the ERGs and align their efforts with the organisation’s DEI strategy. The day brought together ERG members and leaders for a series of sessions focused on DEI industry trends and strategic planning. Highlights included a presentation from Diversity Partners on current DEI trends and a progress check against the FY25 actions. These discussions helped identify areas for improvement and set the stage for more impactful ERG contributions.

The planning day concluded with a forward-looking session where participants defined goals and priorities for the year ahead. This collaborative approach ensured that each ERG had a clear roadmap and actionable steps to enhance their influence across the organisation. The event not only reinforced the role of ERGs in shaping inclusive practices but also demonstrated strong executive support and a commitment to amplifying diverse voices within the workplace.

Development of the Diversity & Inclusion Hub

To further engage employees, we launched the Diversity & Inclusion (D&I) Hub, a central digital platform that consolidates resources, training, key awareness dates and employee stories. Since its launch, our D&I Hub has received over 2,500 views, with more than half the workforce engaging with its content. This strong uptake demonstrates growing interest and ownership across the organisation and reinforces the role of ERGs and the D&I Hub in building a more informed and connected workforce.

People continued

Launch of the 'It Starts with U' campaign

Our internal campaign, 'It Starts with U', was launched to shine a light on the lived experiences of our people and reinforce that inclusion is a shared responsibility. Employees from across the organisation contributed personal stories, which were captured in a series of short videos. These stories highlighted different aspects of identity and belonging, offering meaningful insights into the diverse make-up of our workforce.

The campaign achieved strong engagement, with over 42% of employees viewing the videos and more than 450 total views recorded. It sparked reflective conversations, helped break down assumptions and reinforced the importance of empathy, listening and allyship in the workplace. The initiative demonstrated the power of storytelling in promoting cultural awareness and strengthening connection among colleagues.

Introduction of inclusive recruitment practices

In FY25, we adopted inclusive recruitment practices to attract and retain talent from diverse backgrounds. All job advertisements now undergo gender decoding to remove bias and use inclusive language, ensuring accessibility and appeal to a broader candidate pool. We also worked towards introducing a new recruitment system that captures voluntary diversity data, which will allow us to monitor representation and make evidence-based decisions to improve equity in hiring.

Our updated Employee Value Proposition (EVP) reflects our inclusive values more explicitly, placing emphasis on flexibility, opportunity, respect and career growth. It supports targeted outreach campaigns to connect with underrepresented groups and communicates our commitment to being an employer of choice for all. Together, these initiatives are reshaping the way we attract talent and fostering a workforce that better reflects the communities we serve.

Establishment of maritime traineeship programs for women

As part of our commitment to increasing gender diversity in the maritime sector, in FY25, Port Authority established two traineeship programs specifically designed to support women, who despite reaching parity levels within corporate roles remain significantly underrepresented in operational maritime roles. The first program, based in Sydney and Port Botany, offers three two-year traineeships and provides participants with hands-on experience while working towards maritime qualifications including Coxswain Grade 1 Near Coastal, Marine Engine Driver Grade 3 (MED 3), and Master <24m.



PORT OFFICER TRAINEES ABEY, MORGAN AND SUMMER AT MOORE'S WHARF

The second program, delivered in partnership with Svitzer Australia and Port of Newcastle, is a one-year initiative based in Newcastle. This rotational model gives trainees a broader exposure across three different organisations, with each trainee spending three months at Port Authority, three months with Svitzer, and three months at the Port of Newcastle. The program is designed to deliver all required training and development for a Coxswain qualification within the 12-month period, while offering a holistic view of maritime operations and career pathways. Both programs reflect our broader goal to build inclusive pipelines of talent and open up maritime careers to more women across NSW.

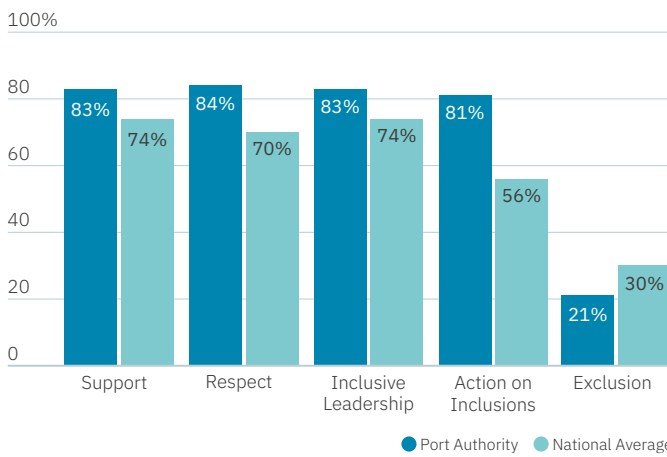


Recognition as an inclusive employer by Diversity Council Australia

In FY25, Port Authority was formally recognised as an Inclusive Employer by Diversity Council Australia, a significant milestone that reflects our progress in building a respectful, inclusive and psychologically safe workplace. This recognition is awarded to organisations that exceed national benchmarks in key areas of inclusion, based on direct feedback from employees.



A total of 109 employees participated in the Inclusive Employer Index survey, which benchmarks results against more than 25,000 employees nationwide.



FY25 INCLUSIVE EMPLOYER INDEX SURVEY RESULTS – NOTABLE SCORES

The data provides valuable insights into how our people experience respect, support, fairness, voice and leadership, and serves as a key tool to identify strengths and areas for growth.

We will continue to use these results to inform our DEI priorities, engage leaders, and track the long-term impact of our initiatives.

[FURTHER FY25 DATA FROM THE INCLUSIVE EMPLOYER INDEX SURVEY IS PRESENTED IN DATA SUMMARY – PEOPLE.](#)

Celebration of cultural and social dates and events

We marked days of cultural and social significance throughout the year, including the National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week, Harmony Week, International Women’s Day and Diwali. These celebrations provided opportunities for employees to come together, share experiences and deepen their understanding of different cultures and perspectives. By acknowledging and celebrating these occasions, we reinforced our commitment to an inclusive workplace where diversity is valued, cultural heritage is respected and team cohesion is strengthened.



SOCIAL LUNCH TO CELEBRATE HARMONY WEEK



DIWALI CELEBRATION HELD AT MOORE’S WHARF

People continued

Governance and Integrity

RELEVANT MATERIAL TOPICS

- Governance, ethics and integrity
- Social licence to operate

2030 GOAL

Maintain ethical, transparent and accountable operations with no incidences of material legislative non-compliance.

FY25 Initiatives	Status	Outcome/Results
Develop a Sustainable Procurement Strategy aligned with the ISO 20400 Sustainable Procurement standard	In progress	An independent expert was engaged to review our procurement processes and develop a roadmap. A new Senior Manager of Procurement has been appointed to lead this workstream, including the development the strategy.

FY26 Planned Initiatives

- Implement a targeted uplift of the legislative compliance roadmap
- Continue the development of a Sustainable Procurement Strategy aligned with the ISO 20400 Sustainable Procurement standard
- Deliver Port Authority’s 1st Sustainability Report with reference to the Global Reporting Initiative Standards and the United Nations Sustainable Development Goals
- Review Port Authority’s Supplier Code of Conduct and Business Ethics Statement

Context

Port Authority regards robust corporate governance as a key element underpinning sustainable, long-term growth and is committed to operating to the highest standards of corporate conduct and transparency.

Acting responsibly and with integrity wherever we operate underpins our whole approach and forms the foundation of our culture and values as a company. Decision-making and behaviour are guided by Port Authority’s values of being caring, collaborative, accountable, safe and working with integrity at all times for a successful and sustainable future.

Having appropriate governance in place to deliver on our sustainability commitments is more important than ever before. This is why we believe effective oversight and management of sustainability-related risks and opportunities are essential to Port Authority’s ability to achieve long-term sustainable growth.

Our approach

The Board of Port Authority is responsible for our overall governance and has implemented corporate governance practices and procedures designed to manage Port Authority in the best interests of our voting shareholders and other stakeholders. We adhere to the recommendations outlined in the [NSW Treasury Guidelines for Governing Boards of Government Businesses](#).

Port Authority’s [Code of Conduct](#) outlines the general business ethics and acceptable standards of professional behaviour expected of all employees of Port Authority. Port Authority’s [Supplier Code of Conduct](#) applies to all contractors and suppliers, including sub-contractors while they are acting on behalf of Port Authority. Together with Port Authority’s [Business Ethics Statement](#), these Codes of Conduct address personal and professional conduct, fraud and corruption responsibilities, acceptance of gifts and benefits, as well as requirements relating to ethics and conflicts of interest. Employees are encouraged to report any suspected breaches and are protected under Port Authority’s Public Interest Disclosures Policy when doing so. The codes work alongside other more detailed policies, including the Customer Service Charter and Promise, Fraud and Corruption Policy, Public Interest Disclosures Policy and Disciplinary Policy.

[READ MORE ABOUT OUR GOVERNANCE APPROACH IN THE CORPORATE GOVERNANCE SECTION OF OUR WEBSITE](#)

Port Authority also has established grievance reporting mechanisms, supported by its Grievance Policy and other relevant policies and tools, including the newly launched ‘Speak Up’ platform, which addresses psychosocial matters as well as other workplace health and safety concerns.

[READ MORE ABOUT OUR ‘SPEAK UP’ PLATFORM ON PAGE 23.](#)





Risk management

Port Authority's Enterprise Risk Management Framework establishes a systematic approach to identifying, mitigating and managing risks across the organisation. Aligned with the ISO 31000 international standard for risk management, our framework is designed to support informed decision-making and the achievement of organisational objectives by promoting a consistent and effective methodology for risk management, while still encouraging innovation and progress. It enables the organisation to recognise both risks and opportunities, assess the adequacy of existing controls and pinpoint areas for improvement. By embedding risk management into all functions, locations and operations, the framework fosters a risk-aware culture where considerations of risk are integrated into everyday decisions and the pursuit of new initiatives.

Oversight of the framework is provided by the Audit and Risk Committee of the Board. Key components include the Risk Appetite Statement, which details tolerances established by the Board, and the Risk Management Policy, alongside a comprehensive Risk Management Procedure. The framework also encompasses Strategic, Operational and Project Risk Registers, as well as an Emerging Risk Register to address new and evolving challenges. In addition, it incorporates the Compliance Policy and Compliance Register to ensure regulatory obligations are met, and it is supported by an internal audit plan to continually strengthen internal controls and processes.

Procurement

Robust and sustainable procurement practices, policies, procedures and standards are important for Port Authority to support our people and our supplier partners to ensure our procurement activities are value-adding and enable our business to operate efficiently and effectively whilst ensuring that the requisite governance is applied. It helps to extend the lifecycle of our resources, promote cost efficiencies, encourage innovation and drive diversity. It also is essential to support positive commercial relationships with both our suppliers and the broader community within which we operate.

Our [Business Ethics Statement](#) guides Port Authority's contractors and suppliers on how to work with us to deliver our purpose. Our contractors and suppliers can expect Port Authority's employees to behave ethically and comply with our [Code of Conduct](#), which is complemented by our [Supplier Code of Conduct](#) which clearly defines the minimum standards of behaviour the Port Authority expects from contractors and subcontractors that do business with us.

Our major categories of procurement in FY25 included helicopter services, vessel maintenance and refit, tug providers, security contractors, construction contractors, plant and equipment, repairs and maintenance, cleaning and waste services, IT, insurance, utilities, fuel and advisory and consultancy services.

Modern slavery

Port Authority is opposed to and will oppose all forms of modern slavery, including forced or compulsory labour, trafficking in persons, debt bondage and child labour, both within its activities and undertakings, and within its supply chain. Suppliers must not engage or be complicit in any practices of modern slavery, including the use of forced labour, whether in the form of prison labour, indentured labour, bonded labour or otherwise. No one should be made to work through force or intimidation of any form. Where applicable, suppliers may be asked by Port Authority to provide their modern slavery statement as required under the *Modern Slavery Act 2018* (Cth).

Port Authority is a reporting entity for the purposes of the *Modern Slavery Act 2018* (Cth) and is therefore required to prepare and publish an annual Modern Slavery Statement describing its actions to assess and address modern slavery risks in its operations and supply chains. Port Authority's Modern Slavery Statement is approved at Board level.

[READ OUR MODERN SLAVERY STATEMENT ON OUR WEBSITE.](#)

Port Authority is committed to ongoing improvement in managing modern slavery risks, including modern slavery grievance mechanisms through our whistle-blower policy and anonymous reporting hotline.

Most of Port Authority's expenditure is categorised as 'low risk' of modern slavery, such as inter-agency payments, professional services, insurance, utilities and fuel. The balance of our expenditure with potentially 'high risk' of modern slavery includes security contractors, asset maintenance services, construction contractors, cleaning and waste services, telephone services, IT, plant and equipment, tug providers and fleet. Given our internal processes to source and engage these predominantly Australian suppliers, Port Authority considers its overall modern slavery risk to be low.

No issues were raised by the Anti-Slavery Commissioner regarding Port Authority's operations during FY25.

Key actions in FY25

Transformation of the procurement function

In FY25, we engaged an independent expert to review our procurement processes and help transform our procurement function from a reactive, decentralised, compliance-based model into a forward-looking, centre-led model that serves as a true strategic partner to the Port Authority business.

The first step in this transformation was the appointment of a new Senior Manager of Procurement. Over FY26 and FY27, this leader will build a dedicated team to drive the change and develop a Sustainable Procurement Strategy aligned with the ISO 20400 Sustainable Procurement standard.



Planet

Furthering our responsibility to, and stewardship of, our natural environment and heritage

At Port Authority, we recognise our responsibility to preserve and protect the natural environment and heritage assets across the sensitive coastal, marine and urban areas in which we operate. We are committed to minimising environmental impacts and safeguarding heritage values. As the lead agency for responses to marine pollution incidents from Fingal Head, Port Stephens to Gerroa, south of Port Kembla, we operate a specialised fleet equipped for firefighting, oil spill response, salvage and vessel assistance. We also manage active port lands and cruise terminals in busy urban environments, balancing operational demands with the challenges of working at the port-city interface. Furthermore, we are proud custodians of more than 40 heritage-listed items and places, including lighthouses and State significant buildings.

Port Authority is leading by example and demonstrating a strong commitment to addressing climate change through ambitious net zero targets and decarbonisation efforts. We remain focused on adapting to a changing climate and ensuring our assets, including wharves, buildings, landside infrastructure and aids to navigation, remain resilient for the future.

RELEVANT MATERIAL TOPICS

- Decarbonisation and energy use
- Climate change adaptation and resilience
- Biodiversity preservation
- Environmental stewardship
- Social licence to operate
- Governance ethics and integrity

RELEVANT UNITED NATIONS SDGS



In this section:

- Climate Change
- Nature
- Environmental and Community Impacts
- Heritage



Climate Change



RELEVANT MATERIAL TOPICS

- Decarbonisation and energy use
- Climate change adaptation and resilience
- Social licence to operate



2030 GOAL

Achieve a 75% net reduction and a 55% gross reduction in Scope 1 and Scope 2 greenhouse gas emissions from the 2019 baseline, and take actions to minimise our climate risk and increase our resilience.

FY25 Initiatives

FY25 Initiatives	Status	Outcome/Results
Measure reduction in emissions per pilotage movement for each vessel included the Vessel Emissions Reduction Program, with an aim of achieving a 5% reduction per vessel	In progress	The introduction of a new vessel fleet telemetry, analytics and monitoring system to provide real time performance and operational insights are currently being considered, which would allow for more accurate and real-time emissions calculations and operator feedback.
Develop a net zero pathway with reductions via annual targets	Complete	Port Authority’s Net Zero Implementation Pathway was finalised and endorsed.
Roll-out onsite solar and energy efficiency measures progressively to key sites	In progress	A 36 kW rooftop solar system was installed at the Newcastle Port Centre in October 2024. Following detailed assessments, rooftop solar was determined not to be feasible at Moore’s Wharf or the WBCT.
Embed climate risks within existing enterprise risk framework	In progress	Key strategic and emerging risks have been incorporated into the risk registers. The evaluation and categorisation of all remaining identified climate risks and opportunities is underway, with outcomes to be integrated into the existing enterprise, strategic and emerging risk registers.
Commence climate-related financial disclosures reporting	Complete	Port Authority’s first climate-related financial disclosures prepared in accordance with NSW Treasury requirements are reported in our Annual Report 2024-25.

FY26 Planned Initiatives

- Continue Vessel Emissions Reduction Program at Port Kembla and introduce at one additional port
- Introduce telemetry technology to enable monitoring of vessel emissions reductions
- Develop the first stage of an adaptive plan to guide decision making and procurement regarding vessel decarbonisation technology and alternative fuel use
- Commence the implementation of Port Authority’s Electric Vehicle Transition Strategic Plan, including the installation of electric vehicle charging equipment

Planet continued

Context

Port Authority is leading by example and demonstrating our strong commitment to addressing climate change through our ambitious net zero targets and decarbonisation efforts. We also recognise the fundamental importance of adapting to a changing climate and ensuring that the coastal assets that we own, manage and operate within including terminals, buildings, landside infrastructure and shipping channels are resilient.

Our approach

Net zero

Port Authority set ambitious net zero targets, aiming to achieve a 75% net reduction in Scope 1 and 2 emissions by 2030, based on the 2019 baseline, and to be net zero Scope 1 and 2 by 2040. In addition to the 2030 and 2040 targets, several interim targets were also set, relating to the procurement of 100% renewable electricity, the installation of rooftop solar, defining and measuring Scope 3 emissions, renewable shore power for berths at Bays Port and progressive decarbonisation of our vessel fleet. Our various efforts towards net zero have recently been consolidated and endorsed in our Net Zero Implementation Pathway.

Port Authority's calculated Scope 1 emissions for FY25 were approximately 2,452 tonnes of carbon dioxide equivalent (tCO₂-e). Based on the market-based accounting method, Scope 2 emissions were zero. As of 1 January 2024, Port Authority has purchased renewable energy for the full State-wide electricity consumption for all of our 'large sites' under a Power Purchase Agreement (PPA) linked to an NSW wind farm and solar farm. We also source 100% renewable electricity for all 'small sites' through the State government electricity contract.

Using the market-based accounting method, Port Authority achieved an additional 24% reduction in Scope 1 and Scope 2 greenhouse gas emissions in FY25 compared with FY24. When compared with the 2019 baseline, total emissions reductions achieved as of FY25 were 53%.

It is important to note that both our FY24 emissions and our 2019 baseline were restated in FY25, following the reclassification of emissions associated with helicopter operations in Newcastle from Scope 1 to Scope 3. This reclassification was made after an assessment of the degree of Port Authority's operational control of this activity, following the guidance of the Greenhouse Gas Protocol. Port Authority contracts Aviator Group Pty Ltd (Auriga) to transfer marine pilots to and from vessels by helicopter. Auriga owns and fully operates the helicopters and holds the greatest degree of operational control, as Port Authority does not have the authority to implement or enforce operational, environmental or safety procedures.

Port Authority's first Scope 3 emissions assessment was conducted in 2022, using FY19 as the baseline to reflect a representative period prior to the COVID-19 pandemic. Port Authority plans to calculate its Scope 3 emissions for both FY26 and FY27. We also intend to evaluate the impact of the Shore Power Project at the WBCT on reducing Scope 3 emissions, once the project goes live at the end of 2026.

OUR FY25 GREENHOUSE GAS EMISSIONS INVENTORY RESULTS USING THE MARKET-BASED AND LOCATION-BASED ACCOUNTING METHODS ARE PRESENTED IN DATA SUMMARY – PLANET. A DISCUSSION OF OUR SCOPE 3 EMISSIONS BASELINE WAS PRESENTED IN OUR [ANNUAL REPORT 2022/23](#).

READ MORE ABOUT OUR SHORE POWER PROJECT ON [PAGES 53-54](#) AND OUR [WEBSITE](#).

Climate-related risks and opportunities

In January 2024, Port Authority completed a climate risk and opportunity assessment in line with the [Climate Risk Ready NSW Guide](#), identifying priority climate-related risks and opportunities that could reasonably be expected to affect the organisation's future operations and strategic outlook. In FY25, as part of preparing Port Authority's first climate-related financial disclosures, these risks and opportunities were reviewed by an internal evaluation team and consolidated to reflect common areas of impact on our business and their potential financial implications.

The review identified seven priority risks and two opportunities. These include three physical risks associated with extreme weather and rising temperatures, such as impacts on workforce safety, operational continuity and port infrastructure resilience, and four transition risks linked to the shift towards a low-carbon economy, including technological change, disclosure requirements and evolving stakeholder expectations. In addition, two transition opportunities were identified: reputational and market benefits, and reduced operating costs from investing in alternative fuels and technologies; and greater staff capacity and engagement through training and skill development.

READ MORE ABOUT PORT AUTHORITY'S FIRST CLIMATE-RELATED FINANCIAL DISCLOSURE STATEMENT ON [PAGE 37](#).

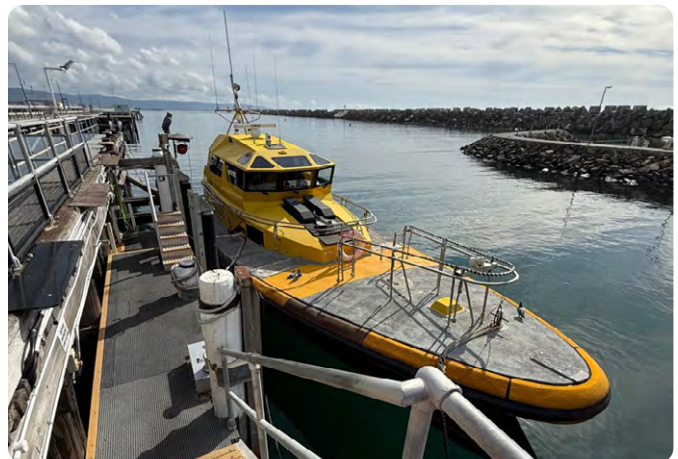
Port Authority's responses to climate-related risks and opportunities are captured within our Climate Change Adaptation Plan, as well as our Net Zero Implementation Pathway, which outlines key actions and timelines to address priority risks and opportunities.

Key actions in FY25

Progress on the Vessel Emissions Reduction Program

In FY25, Port Authority continued efforts to implement a Vessel Emission Reduction Program, a targeted initiative designed to lower greenhouse gas emissions from its vessel fleet through the adoption of operational efficiencies. These include identifying the most fuel-efficient operating parameters of our vessels and aiming to operate the vessels within these parameters when possible and safe to do so. The program aims to achieve a 5% reduction in emissions per pilotage movement.

The initiative commenced with a pilot project at Port Kembla, which identified the need to introduce a new vessel fleet telemetry, analytics and monitoring system. This system would provide real-time performance and operational insights, enabling more accurate emissions calculations and immediate operator feedback. In FY26, the system is expected to become operational on a few vessels in our fleet.



PV KESTREL, ONE OF THE VESSELS INCLUDED IN THE PILOT OF THE VESSEL EMISSIONS REDUCTION PROGRAM AT PORT KEMBLA



Establishment of Port Authority’s Vessel Fleet Decarbonisation Working Group

In November 2024, Port Authority established a Vessel Fleet Decarbonisation Working Group to design and oversee the implementation of actions supporting the gradual transition of our vessel fleet from fossil fuel engines to low- or zero-carbon fuels and alternative propulsion technologies. The Working Group brings together representatives from several Port Authority divisions. Its focus is on three interconnected, long-term workstreams: (i) vessel fleet strategy; (ii) research and development; and (iii) advocacy.

Throughout FY25, the Working Group engaged with a range of external stakeholders, including vessel and engine manufacturers and biofuel suppliers, to identify and discuss potential pathways for decarbonising Port Authority’s vessel fleet. It also identified an opportunity to investigate the feasibility of replacing a survey vessel nearing end-of-life (Brian Cecil) with a diesel–electric hybrid survey vessel.

Looking ahead to FY26, the Working Group will oversee the preparation of the first stage of an adaptive plan to integrate alternative fuels and propulsion technologies into decision-making processes for the procurement of new vessels and retrofits.

Finalisation of the Electric Vehicle Transition Strategic Plan

In August 2024, Port Authority finalised its Electric Vehicle (EV) Transition Strategic Plan. The Plan categorised our vehicle fleet into short, medium and longer term EV transition timeframes, considered EV charging infrastructure and risk and change management considerations. The Plan’s recommendations were endorsed, including that all new and replacement fleet acquisitions in the ‘short term’ category are to be with an EV.

With the Plan now in place, the focus in FY26 will shift to implementation. This will include establishing a new multidisciplinary working group to oversee delivery, including conducting a detailed assessment of EV charging infrastructure requirements across all Port Authority sites. Key activities will involve scoping site-specific needs, evaluating existing electrical capacity, and commencing the installation of charging stations and the procurement of our first EVs.

Solar and energy efficiency upgrades at the Newcastle Port Centre

Port Authority’s interim targets associated with our net zero targets and initial roadmap developed in 2021 included scoping and installing solar panel systems at key sites and implementing energy savings initiatives.

In FY25, our Newcastle Port Centre saw the installation of Port Authority’s first sizeable solar plan system with a 36kW, 81-panel system installed. This system was sized to maximise onsite consumption of the solar power generated, with the data from the first 10 months of operation showing approximately 99% of the renewable electricity generated consumed onsite.

As part of our Net Zero Implementation Pathway, the feasibility of installing a rooftop solar system at the OPT will also be assessed in FY26.



NEW ROOFTOP SOLAR SYSTEM IN NEWCASTLE

Delivering on the outcomes of an energy efficiency assessment of our Newcastle Port Centre, we also upgraded the heating, ventilation and air conditioning (HVAC) system for the site, installing one integrated system to replace a range of separate older, inefficient HVAC systems. These works should provide a significant improvement in thermal and functional zoning and comfort and reduced energy consumption.

Development of the Net Zero Implementation Pathway

In June 2025, Port Authority’s Net Zero Implementation Pathway was finalised and endorsed, outlining our emissions reduction focus areas, each with a set of short- to long-term actions designed to drive progress towards our net zero targets. With our Scope 2 emissions reduced to zero under the market-based accounting method, our focus is firmly on reducing Scope 1 emissions and addressing the challenges of planning for the long-term decarbonisation of our vessel fleet. The Pathway takes into account the various ongoing initiatives to reduce Scope 1 emissions, including the Vessel Emissions Reduction Program, the EV Transition Strategic Plan and the Vessel Fleet Decarbonisation Working Group. It also presents key considerations for:

- Future carbon offset purchases in line with NSW Government policy;
- Shore power emissions accounting once the system becomes operational at the WBCT; and
- Maintaining a renewable electricity market mechanism to ensure Port Authority’s annual Scope 2 emissions remain zero under the market-based accounting method.

We also plan on measuring our Scope 3 (value chain) emissions from FY26. In FY23, we set our Scope 3 boundary and calculated our Scope 3 emissions baseline in accordance with the [Greenhouse Gas Protocol Corporate Value Chain \(Scope 3\) Accounting and Reporting Standard](#), which is presented in [Data Summary – Planet](#). This work was also discussed in our [Annual Report 2022-23](#).

Climate-related financial disclosures and incorporation of climate risks into risk registers

During FY25, Port Authority participated as a member of the NSW Climate-Related Financial Disclosures Taskforce, following early indications that it would be included among the Phase 1 entities required to prepare climate-related financial disclosures for FY25, which was later confirmed through [NSW Treasury’s Direction TD25-04](#). As a result, Port Authority prepared its first climate-related financial statement in line with the [NSW Treasury’s TPG24-33 Reporting Framework for Climate-Related Financial Disclosures](#), addressing four pillars: (i) Governance; (ii) Strategy; (iii) Risk Management; and (iv) Metrics and Targets.

[READ OUR CLIMATE-RELATED FINANCIAL DISCLOSURE STATEMENT IN OUR ANNUAL REPORT 2024-25.](#)

Following the review of climate-related risks undertaken for the preparation of Port Authority’s climate-related financial disclosure statement, work commenced in FY25 to integrate each identified risk and opportunity into the organisation’s enterprise, strategic and emerging risk registers. This process includes prioritising climate risks using Port Authority’s consequence and likelihood matrix, with priority risks determined through consultation with key internal stakeholders and based on current levels of risk exposure.

Planet continued

Nature

RELEVANT MATERIAL TOPICS

- Biodiversity preservation
- Environmental stewardship
- Social licence to operate

2030 GOAL

Protect and enhance the natural environments in which we operate.

FY25 Initiatives	Status	Outcome/Results
Commence the Seagrass Restoration Partnership Research Project	Complete	Partnership project agreement was executed by all parties and the project commenced.

FY26 Planned Initiatives

- Prepare the first stage of a nature-based review and work plan to support the future development of an enterprise-wide nature transition plan
- Continue partnership activities for the Seagrass Restoration Research Project

Context

As a largely marine operations organisation, Port Authority operates in sensitive and biodiverse coastal areas of NSW from the Clarence River estuary at Yamba to the whale watching hotspot of Twofold Bay at Eden. Our land ownership and management includes highly modified port hardstand, cruise terminals and berth areas in Sydney Harbour and Eden, port operations centres in Newcastle and Sydney Harbour and modified natural areas in Botany Bay between Port Botany and Sydney Airport.

Furthering our responsibility to, and stewardship of, the natural environments in which we operate is a core part of who we are and what we strive for. We recognise the potential impacts of port operations and value chains on the natural capital and ecosystem services on which it depends.

Our approach

We aim to minimise the impact of our operations on nature, protect biodiverse habitats and enable restorative outcomes. We work collaboratively with State and Commonwealth stakeholders on emergency and pollution response and participate in multi-party emergency response exercises to test capabilities, emergency response plans and procedures. Port Authority is also actively involved in both national and state-level marine pest initiatives, largely through the Marine Pest Sectoral committee and the NSW Marine Pest Working Group.

For over 10 years, Port Authority has been managing and caring for land at Botany Bay between Port Botany and Sydney Airport on behalf of the NSW Government. This land previously underwent extensive restoration and habitat enhancement works as part of the Port Botany expansion, which focused on improving local habitat for endangered migratory shorebirds. The land we manage includes Foreshore Beach, the public boat ramp, Penrhyn Estuary, Millstream Lookout and an active transport pathway, including a bird viewing platform and a native vegetation area. Penrhyn Estuary is an approximately 80ha waterway that holds ecological importance, as it includes saltmarsh, intertidal flats, bird roosting islands and is frequented by migratory shorebirds. Port Authority managed several years of ecological monitoring in this area, focused on endangered migratory shorebirds, seagrass, saltmarsh health and habitat, water quality and benthic invertebrates. Our ongoing management of this area includes weed removal, saltmarsh inspections, rubbish removal, pest control and general asset management activities.

We also undertake a range of project specific and ongoing environmental monitoring programs, which are discussed in the Environmental and Community Impacts section.





Key actions in FY25

Commencement of the Seagrass Restoration Partnership Research Project

Port Authority is a partner in an Australian Research Council (ARC) Linkage collaborative research project, Restoring and Future-Proofing the Biocultural Values of Endangered Seagrasses, making both in-kind and financial contributions. The project aims to develop best-practice methods for the restoration of the endangered seagrass Posidonia australis, a highly productive species that supports fisheries and biodiversity, and plays a key role in mitigating climate change. Led by the University of NSW (UNSW) with the participation of leading researchers from Macquarie University and the Royal Botanic Gardens and Domain Trust, the project includes Indigenous groups to document and restore cultural values of Posidonia australis, industrial designers to develop cost effective techniques to scale-up seagrass restoration, and Port Authority and Delta Power & Energy to trial seagrass restoration at identified sites.

During FY25, in addition to general project coordination, Port Authority undertook hydrographic surveying and bathymetric data analysis of a trial restoration site in Botany Bay to confirm the site’s suitability for seagrass restoration trials. The outcomes of the assessment reveal a relatively stable seabed which should be favourable for seagrass establishment and growth, which enabled restoration trials to commence in late FY25 and into FY26.

Development of our first nature-related risk and opportunities assessment

As part of our membership in NSW Sustainability Advantage, in FY25, we developed a scope, went to market and engaged a specialist consultancy to guide Port Authority in commencing the investigation into our nature interfaces and the likely material nature impacts and dependencies for our operations, assets and value chain in alignment with the Taskforce on Nature-related Financial Disclosures (TNFD). This work, to progress in FY26, represents the first steps in a journey to enhance our environmental performance, align operations with best practices in sustainability and nature stewardship, develop a nature strategy and prepare for potential future TNFD-aligned nature disclosure requirements.



POSITONIA AUSTRALIS RESTORATION IN BOTANY BAY



Planet continued

Environmental and Community Impacts

RELEVANT MATERIAL TOPICS

- Environmental stewardship
- Social licence to operate
- Biodiversity preservation

2030 GOAL

Minimise the impacts on the community and the natural and built environments from our operations.

FY25 Initiatives	Status	Outcome/Results
Undertake noise monitoring of all vessels at Bays Port as per Port Noise Policy	In progress	Noise monitoring was conducted via the noise monitoring system and/or via attended monitoring for all required vessel visits in FY25. Average of 98% compliance with the Port Noise Policy and WBCT Noise Restriction Policy trigger levels.
Conduct air quality and water monitoring at the Port of Eden	Complete	Both the Operational Air Quality Monitoring Program and Operational Water Monitoring Program were implemented during FY25 as a result of the first Quantum Class cruise ship visit.
Conduct air quality monitoring at Bays Port	In progress	The Glebe Island air quality monitoring station was successfully commissioned, and the installation of a new station at Grafton Street commenced. Near real-time data was made available on the Bays Port Air Quality Portal.
Complete the annual environmental inspections at all Port Authority sites	Complete	All annual environmental inspections were completed in accordance with the Corporate Environmental Management Plan.

FY26 Planned Initiatives

- Complete review and update trigger levels for Bays Port noise monitoring system and Port Noise Policy
- Continue air quality and noise monitoring at Bays Port
- Complete the annual environmental inspections at all Port Authority sites

Context

Ports are vital gateways for trade and tourism in NSW, underpinning economic growth and community prosperity. At the same time, we recognise that Port Authority’s operations take place alongside sensitive environments and communities, and that maintaining our social licence to operate requires balancing these benefits with a strong commitment to avoiding or minimising impacts.

Working ports such as Bays Port and the Port of Eden deliver substantial value to NSW, but can also generate impacts, including, but not limited to, noise, air emissions and changes to water quality. Port Authority is committed to having effective environmental management systems in place and to working in partnership with local communities to address these challenges.

Our approach

In line with its [Environmental Policy](#), Port Authority proactively manages its port assets by monitoring operations and developing mitigation measures to reduce impacts to the local community and the environment. We work closely with port operators and consult with our communities to find workable solutions that meet the needs of operations, whilst protecting our natural ecosystems and local communities.

Corporate Environmental Management Plan

Our Corporate Environmental Management Plan (EMP) comprises a set of processes and practices to ensure that Port Authority minimises the environmental impacts of its operations, supports the commitments made in our [Environmental Policy](#) and establishes a consistent approach to environmental management and continual improvement across the organisation in its daily operations. The Corporate EMP applies to all of Port Authority’s operating sites and offices. Staff are expected to comply with the Corporate EMP, including when providing instructions to contractors who undertake work for or on behalf of Port Authority.

Noise management

A [Port Noise Policy](#) and [Vessel Noise Operating Protocol](#) are in place for commercial shipping at Bays Port. These instruments aim to balance noise management with the ongoing, long-term role of the working port. A separate [Noise Restriction Policy](#) applies to cruise ships at the WBCT and White Bay Berth 4 (WB4), addressing excessive noise from cruise ship operations, including non-safety-related noise such as on-deck music and public announcements, with a system of consequences for breaches.

Noise is monitored using a dedicated port monitoring system across Bays Port, which comprises four permanent monitoring devices to provide information about whole-of-port noise, including vessel and landside noise. An online monitoring platform analyses the raw data and this along with detailed analysis by our consultant determines compliance of each vessel in the port with the relevant trigger limits. The final result is published in monthly noise monitoring reports.

[ALL NOISE MONITORING REPORTS ARE AVAILABLE ON OUR WEBSITE.](#)

In FY25, there was a high level of compliance with the trigger limits, with an average of 98% of all ship visits meeting the required noise levels. Ships that exceeded the limits were issued with a warning, while those with more significant or repeated breaches were required to develop and implement management plans to address noise exceedances for future visits. In addition, one vessel was issued with a warning for using on-board public address systems to play music, which is not permitted under the [Noise Restriction Policy](#).

[NOISE COMPLIANCE STATISTICS FOR BAYS PORT ARE PRESENTED IN THE DATA SUMMARY – PLANET.](#)

In FY25, our planned review of the noise triggers defined in the [Port Noise Policy](#) was paused while considerations regarding the future of port operations at Bays Port were still underway. The timing and context of this review in FY26 will be tied to the government’s decision on the Bays Port precinct.

Air quality monitoring

Port Authority recognises that air emissions from ships berthed at Bays Port can be a concern for the local community. As a result, we operate a voluntary air quality monitoring program, with stations recording both air quality and weather data to provide a clear and accurate picture of local conditions. The stations measure sulphur dioxide (SO₂), nitrogen dioxide (NO₂), and fine particulate matter (PM_{2.5}), as well as meteorological parameters such as wind speed and direction.

[NEAR REAL-TIME AIR QUALITY MONITORING DATA AT BAYS PORT IS AVAILABLE ON THE BAYS PORT AIR QUALITY PORTAL.](#)

Where required, air quality monitoring is also carried out at other Port Authority sites to comply with environmental and planning approval conditions.

Waste management

Port Authority manages waste and waste diversion through one State-wide waste contractor for all Port Authority owned sites. Waste diversion streams include metal, comingle containers, food waste and organics, glass and paper and cardboard. In FY25, our total waste generated was 493.373 tonnes, with approximately 28% diverted from disposal.

[FY25 WASTE DATA ARE PRESENTED IN DATA SUMMARY – PLANET.](#)

Key actions in FY25

Installation of new air quality monitoring stations at Bays Port

In FY25, we continued with our air quality monitoring program at Bays Port with the successful commissioning of the Glebe Island air quality monitoring station and the commencement of installation of a new air quality monitoring station at Grafton Street, Balmain. The Glebe Island station became operational in January 2025. This data is publicly accessible via a live dashboard on Port Authority’s website, enhancing transparency and community engagement. The Grafton Street station, located at the corner of Grafton and Adolphus Streets, was installed towards the end of FY25 and has entered its testing and commissioning phase.

The location of the Grafton Street air quality monitoring station was selected in consultation with the NSW EPA and in accordance with the Operational Air Quality Management Plan for the WBCT and has been a monitoring location since 2015. This location in direct vicinity of the local community, is designed to measure emissions from cruise ships at WBCT (i.e., White Bay Berth 5), which accounts for the majority of cruise activity at the port.

The Glebe Island station enables more data from the port to be captured, as it is located to measure emissions from alternate wind directions to the original station, in order to better understand emissions under a wider range of meteorological conditions and from the wider Bays Port precinct.



GLEBE ISLAND AIR QUALITY MONITORING STATION



GRAFTON STREET AIR QUALITY MONITORING STATION

Planet continued

Implementation of the Operational Air Quality Monitoring Program at the Eden Cruise Wharf

The arrival of a Quantum Class cruise ship at the Port of Eden in FY25 triggered a requirement under Port Authority’s Modification 3 (MOD3) to its existing State Significant Infrastructure approval to implement the [Operational Air Quality Monitoring Program](#) for the Eden Cruise Wharf. An air quality monitoring station was installed on By Street and collected data during the cruise season from October 2024 to May 2025.



AIR QUALITY MONITORING STATION LOCATED AT BY STREET IN EDEN

The initiative focused on measuring key pollutants such as SO₂, NO₂ and PM_{2.5}, alongside meteorological data.

☑ THE EDEN CRUISE WHARF’S OPERATIONAL AIR QUALITY MONITORING PROGRAM REPORT WILL BE PUBLISHED ON PORT AUTHORITY’S WEBSITE ONCE FINALISED.

Implementation of the Operational Water Quality Monitoring Program at the Eden Cruise Wharf

In FY25, Port Authority implemented the [Operational Water Quality Monitoring Program](#) at the Eden Cruise Wharf in accordance with the conditions of MOD3. This initiative, which was also triggered by the arrival of a quantum class cruise ship visit in Eden, was designed to assess operational impacts on sensitive ecological receptors. Monitoring was conducted over a three-day period, with parameters including turbidity, total suspended solids (TSS) and other field and laboratory indicators. The methodology followed established water quality guidelines and included quality assurance protocols to ensure data integrity.



FIELD SAMPLING FOR THE OPERATIONAL WATER QUALITY PROGRAM

Following the review of results, which included slightly elevated TSS levels at one location, the Harbour Master Instructions for the Eden Cruise Wharf were updated to include operational measures aimed at reducing sediment disturbance during future vessel arrival and departures.

☑ THE EDEN CRUISE WHARF’S OPERATIONAL WATER QUALITY MONITORING PROGRAM REPORT WILL BE PUBLISHED ON PORT AUTHORITY’S WEBSITE ONCE FINALISED.

Environmental inspections

Port Authority continued implementation of its Corporate EMP. During FY25, site inspections of Port Authority operational sites were carried out with all actions identified to address issues closed out by the nominated timeframe.



PORT AUTHORITY’S ENVIRONMENT, PLANNING & SUSTAINABILITY TEAM CONDUCTING THE ANNUAL ENVIRONMENTAL INSPECTION AT THE PORT OF EDEN

Port Authority’s Corporate EMP and [Environmental Policy](#) will be reviewed in FY26, including updates to previously identified actions and identification of future improvements.

Heritage

RELEVANT MATERIAL TOPICS

- Governance, ethics and integrity
- Social licence to operate

2030 GOAL

Identify, preserve and protect Port Authority’s heritage assets.

FY25 Initiatives	Status	Outcome/Results
Complete the Hornby Lighthouse restoration	Complete	Restoration works were completed in August 2024.
Continue delivering on recommendations from Port Authority’s Section 170 Heritage and Conservation Register	In progress	Fort Denison heritage items were assessed. Update of NSW Heritage Management System is ongoing.

FY26 Planned Initiatives

- Update the NSW Heritage Management System (online heritage database) for all Port Authority heritage assets
- Continue delivering on recommendations from Port Authority’s Section 170 Heritage and Conservation Register

Context

At Port Authority, preserving and protecting our historical assets is one of our focus areas. Maritime history and heritage are integral to the history of NSW, with the State’s first city built around a working harbour and shaped by the maritime industry. The evolution of maritime and harbour authorities led to the formation of Port Authority, which now manages and conserves a collection of heritage assets in several port areas across NSW, many of which remain in active use and operation.

These assets include lighthouses, navigation aids, buildings and maritime infrastructure that embody the State’s coastal identity and cultural legacy. Preserving these sites requires careful balance between conservation and operational needs, ensuring they remain safe, functional and fit for purpose while retaining their heritage value.

Our approach

Port Authority maintains a Heritage and Conservation Register under section 170 of the *Heritage Act 1977* (NSW) and works to meet all requirements and expectations of government agencies and State-Owned Corporations under this Act and the [Heritage Asset Management Guidelines](#).

Our Heritage and Conservation Register currently comprises 38 listings, including iconic landmarks and structures listed on the [NSW State Heritage Register](#) (SHR). We are also in the process of adding three new listings of heritage assets owned by Port Authority and located on the SHR-listed Fort Denison in Sydney Harbour.

[THE LIST OF HERITAGE ITEMS INCLUDED IN PORT AUTHORITY’S HERITAGE AND CONSERVATION REGISTER CAN BE FOUND IN THE DATA SUMMARY - PLANET. FURTHER DETAILS ON EACH LISTED HERITAGE ITEM, INCLUDING HERITAGE INFORMATION SHEETS, ARE AVAILABLE ON OUR WEBSITE.](#)

Port Authority’s Heritage Asset Management Strategy provides an overarching framework for the management and conservation of our heritage assets, in order to meet the requirements of the *Heritage Act 1977* (NSW). It outlines the legislative and best practice heritage frameworks relevant to the management of Port Authority heritage assets. It also describes the processes and actions to be undertaken within Port Authority asset management systems, in order to assist in the conservation of Port Authority’s heritage assets and the meeting of required management obligations.

Port Authority manages any items of cultural heritage found on land or under water in accordance with the *Heritage Act 1977* (NSW) and the *Underwater Cultural Heritage Act 2018* (Cth).

Key actions in FY25

Completion of the Hornby Lighthouse restoration

In August 2024, Port Authority completed the 12-month restoration of Hornby Lighthouse, one of Sydney’s most picturesque and historically significant landmarks. Standing at South Head since 1858, the red-and-white striped lighthouse has long been both a beloved icon for locals and visitors and a critical navigational aid for ships entering Sydney Harbour. The restoration ensured that this State Heritage-listed structure, originally built following the tragic wrecks of the Dunbar and Catherine Adamson in 1857, continues to serve as a beacon of maritime safety and cultural heritage.

The restoration project focused on preserving the lighthouse’s heritage integrity while repairing damage caused by decades of exposure to the elements. Port Authority’s project team worked closely with heritage specialists to carry out delicate sandstone restoration using desalination techniques, repair and waterproof damaged roof panels, gutters and glazing, and restore the heritage steel internal staircase and lamphouse. Electrical infrastructure was also upgraded to future-proof the lantern, while a paint analysis from 1858 informed a modern reproduction of the original red and white stripes, faithfully reviving the lighthouse’s iconic appearance.

Planet continued

By safeguarding Hornby Lighthouse for future generations, Port Authority not only preserved a vital part of Sydney’s working maritime heritage but also enhanced one of the city’s most scenic walks. Located along the 1.7-kilometre South Head Heritage Trail in Watsons Bay, the restored lighthouse now shines brighter than ever, delighting recreational visitors and maritime enthusiasts alike. The project was nominated in the Built Conservation category of the [2025 National Trust \(NSW\) Heritage Awards](#) and was among those projects shortlisted for the award.



SYDNEY’S ICONIC HORNBY LIGHTHOUSE SHINES AGAIN

Fort Denison heritage items

In FY25, Port Authority worked with specialist heritage consultants who prepared a heritage significance assessment of three assets on Fort Denison under the care and ownership of Port Authority: (i) Fort Denison Tide Gauge; (ii) Fort Denison Fog Bell; and (iii) Fort Denison Lighthouse.



FORT DENISON TIDE GAUGE



FORT DENISON FOG BELL



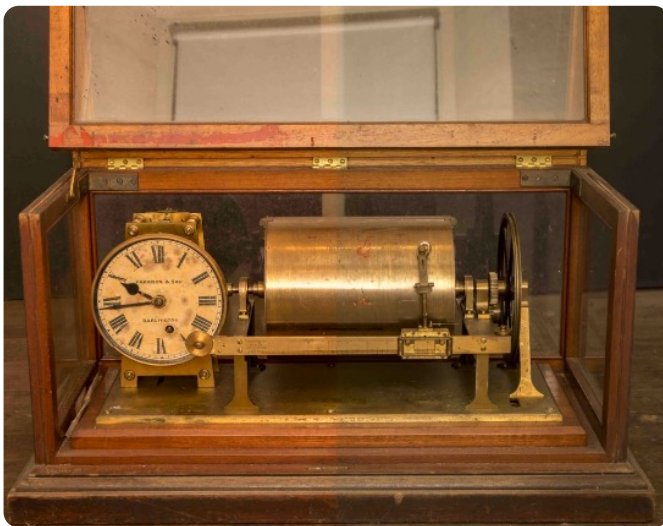
FORT DENISON LIGHTHOUSE (SOURCE: NBRBS)



All three items were assessed as having State heritage significance and will be added to our Section 170 Heritage and Conservation Register in FY26. The Fort Denison Tide Gauge was also recently restored by an expert conservator and has been reinstated in its home in the tide gauge room, as a key element in the history of the longest spanning continuous tidal records in the Southern Hemisphere.

Portable Automatic Tide Gauge transfer of ownership

In FY25, Port Authority also requested and secured the transfer of ownership of a Harrison & Son Tide Gauge from the NSW National Parks and Wildlife Service (NPWS). This third tide gauge, currently stored at Goat Island by NPWS, also known as the Silver Water Tide Gauge, was a portable gauge used to supplement the tidal measurements of the primary Fort Denison Tide Gauge and the Camp Cove Tide Gauge, which are both in Port Authority’s care. The Portable Automatic Tide Gauge will undergo restoration and will also be entered on our Section 170 Heritage and Conservation Register in FY26.



PORTABLE AUTOMATIC TIDE GAUGE
(SOURCE: NSW NATIONAL PARKS AND WILDLIFE SERVICE)

Moore’s Wharf refurbishment

The Moore’s Wharf building was originally constructed in 1836-37 and was deconstructed, relocated about 100m to the northeast and re-built stone by stone in its current location in c1980. It is on our Heritage and Conservation Register and is also our marine operations base for Sydney Harbour and houses corporate office space.

To inform the scope and design and help ensure a sympathetic refurbishment and retention of the Moore’s Wharf building’s heritage values, a heritage significance assessment was completed in late FY24, resulting in an update to the heritage listing and confirmation of the building being assessed as having State heritage significance. In FY25, a Statement of Heritage Impact, Historical Archaeological Assessment and Maritime Archaeological Desktop Assessment were undertaken as part of the environmental planning assessment and approvals process. The refurbishment project is set to commence in FY26.



MOORE’S WHARF BUILDING

Repair and maintenance works along Macquarie Pier

In FY25, Port Authority completed a Review of Environmental Factors (REF) to assess potential environmental impacts associated with targeted repair works and periodic ongoing maintenance that are being proposed along Macquarie Pier in Newcastle. Macquarie Pier is a significant heritage item, listed on the Port Authority’s Heritage and Conservation Register and located within the SHR-listed Coal River Precinct.



MACQUARIE PIER

The proposed works include the reinstatement of dislodged or damaged sandstone blocks, repair or replacement of concrete capping slabs, stabilisation and void filling behind the seawall, mortar repointing and other essential maintenance activities. These interventions are intended to restore the seawall’s structural integrity, maintain safe access for vehicles and the public, as well as protect Macquarie Pier’s heritage values. A Statement of Heritage Impact was also prepared to assess the potential impacts of the proposed works, confirming that the activities are consistent with heritage conservation principles and will not adversely affect the heritage values of the site.

The works are planned for FY26 and will be undertaken in a manner that minimises impacts on the surrounding environment and ensures the continued use and enjoyment of Macquarie Pier by the community.



Prosperity

Optimising our operations and improving processes to enable efficient, growing commercial ports, deliver a strong balance sheet and strengthen the return on our assets

Port Authority plays a vital role in enabling safe, secure and efficient shipping operations across the designated ports of NSW. By facilitating the import of essential goods that communities across the State rely on, and supporting exports that drive economic growth, our operations underpin both everyday life and broader trade outcomes for NSW and Australia.

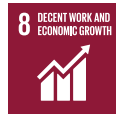
We own Sydney’s two cruise terminals and manage cruise operations in Sydney Harbour, one of the world’s most iconic cruise destinations. Our stewardship helps ensure seamless passenger experiences, safe vessel movements and strong collaboration with industry partners. Beyond Sydney, we support regional cruise activity in Eden and Newcastle, where cruise ships inject millions into local economies and help sustain regional tourism and employment.

Looking ahead, Port Authority is committed to continuous improvement and innovation. We are investing in greater operational efficiency and driving an organisation-wide transformation program to enhance performance, modernise systems and ensure we are well-positioned to meet the future needs of our stakeholders and communities.

RELEVANT MATERIAL TOPICS

- Efficient, responsible and resilient supply chains
- Innovation, digital transformation and cyber security
- Port infrastructure, safety, trade and asset management

RELEVANT UNITED NATIONS SDGS



In this section:

- Economic Performance
- Innovation
- Assets and Infrastructure



Economic Performance

RELEVANT MATERIAL TOPICS

- Efficient, responsible and resilient supply chains

2030 GOAL

Maintain a strong financial position through prudent management, efficiencies, revenue growth and diversification.

FY25 Initiatives	Status	Outcome/Results
Finalise, prioritise and deliver on SmartPort initiatives	In progress	The FY25 target of the SmartPort program was successfully achieved, delivering a sustainable reduction of \$1.7 million in operating expenditure (OPEX).

FY26 Planned Initiatives

- Release long-term cruise deployment policy to market and assess submissions
- Continue delivering on SmartPort objectives, improving operational effectiveness, eliminating waste, simplifying processes and increasing revenue
- Commence preparation of a precinct plan for our land at Snug Cove, Eden

Context

Home to Australia’s largest economy, NSW depends on resilient and efficient port operations, which are facilitated by Port Authority through the safe and timely movement of thousands of commercial vessels each year. Our revenue generated through maritime services, pilotage, property leases and cruise terminal operations enables dividend payments to the NSW Government and supports reinvestment in critical infrastructure and community-focused initiatives around our port areas.

In addition to direct economic value, Port Authority also delivers significant indirect economic impacts. Our activities strengthen supply chain resilience and support key economic sectors, including vehicle imports, agricultural and mineral exports and the distribution of goods and bulk materials. We also play a vital role in regional economic development through our cruise operations.

Maintaining strong economic performance enables us to deliver broader public value. It allows us to respond to emerging challenges, invest in modern infrastructure and sustain the safe and efficient port services that NSW relies on to remain globally competitive.

Our approach

Port Authority takes a disciplined and forward-looking approach to managing economic performance. As a self-funded state-owned corporation, we are committed to maintaining a strong financial position through prudent fiscal management, cost control and the strategic use of our assets. Our activities are guided by long-term planning and a strong governance framework to ensure value is generated not only for the business but for the people of NSW.

In FY25, Port Authority delivered strong financial results, exceeding key targets set in its 2024-25 Statement of Corporate Intent. The positive outcome was mainly driven by higher-than-expected revenue from coal and car carrier vessel activity, strong cruise passenger numbers and additional income from infrastructure project licences at the Bays Precinct. While operating costs were above budget, largely due to lower-than-expected savings from SmartPort, increased staff wages and unplanned vessel maintenance, the organisation still achieved an EBITDA of \$67.4 million, slightly above the \$65.0 million target.

[FURTHER DETAILS ON OUR FINANCIAL PERFORMANCE CAN BE FOUND IN OUR FY25 ANNUAL REPORT.](#)

Vessel visits to NSW

A total of 5,530 commercial vessels visited NSW’s six designated ports during FY25. This is a small decrease of 1% from a total of 5,587 in FY24, which can be attributed to an array of contributing factors, such as the globally competitive nature of the cruise industry; adverse weather events across the main trading ports affecting both deliveries of cargo at the port and the safety of moving vessels; and sensitivity to market conditions by containerised shipping lines who from time to time adjust vessel numbers and allocations within different trade services.

[FY25 DATA ON COMMERCIAL VESSEL VISITS TO PORTS IN NSW IS PRESENTED IN DATA SUMMARY – PROSPERITY.](#)

Prosperity continued

Cruise operations

NSW continues to be a premier destination for cruise lines, underpinned by a strong domestic source market as well as offering a vibrant blend of natural beauty and exciting experiences for international visitors. The State welcomes hundreds of cruise ship visits annually, contributing approximately \$3.9 billion to the NSW economy and supporting over 12,000 full time jobs.¹

Port Authority plays a central role in facilitating this growth, overseeing a network of world-class cruise terminals and regional berths that connect international and domestic travellers to the vibrant cities and coastal communities of NSW. From Sydney's iconic harbour to the picturesque Ports of Eden and Newcastle, the cruise industry continues to deliver significant economic, community, social and tourism benefits to the State.

[FY25 DATA ON CRUISE SHIP VISITS TO PORTS IN NSW IS PRESENTED IN DATA SUMMARY – PROSPERITY.](#)

— Sydney Harbour

Sydney Harbour remains the cornerstone of cruise operations for both NSW and Australia, with the OPT and the WBCT serving as the primary gateways for international and domestic cruise itineraries. In the 2024/25 season, the OPT hosted 197 ship visits, while the WBCT welcomed 57 visits, complemented by 17 additional calls at other locations in Sydney Harbour such as White Bay 4 and Athol Bay.

Over 40 different cruise ships visited Sydney Harbour during the season, demonstrating Sydney's broad industry appeal while also showcasing every segment of the global cruise fleet from premium and mainstream brands through to luxury and expedition.

— Regional cruise

Off the back of a record-breaking season in FY24, Eden continued to perform strongly during the 2024/25 season both in terms of the number of cruise visits (25) and delivering an enriched visitor experience. There were 12 maiden calls to Eden, which contributed to over 50,000 passengers visiting the town and exploring the Sapphire Coast.

Newcastle welcomed nine cruise ship visits during the 2024/25 season, connecting passengers to the Hunter region's wineries, beaches and cultural attractions.

Other regional NSW destinations to welcome cruise ships in 2024/2025 were Batemans Bay and Broken Bay.

Customer services and tenants

Port Authority is committed to providing our customers with a professional service that consistently aims to add value and take their business needs into full consideration.

The four pillars of our Customer Service Charter are:

- Standards: We will behave with integrity and be above board in our business dealings and relationships.
- Engagement: We are committed to proactive forms of engagement with our customers.
- Consistency: We will be consistent in our approach and processes.
- Timeliness: We will respond to enquiries and issues in a timely and effective manner.

Spread across all ports, our customers continue to grow as Port Authority supports a wide range of industries, facilitates trade and the movement of freight and provides opportunities for businesses to occupy land and/or asset infrastructure. This includes, for example, marine construction, shipping lines, port terminal operators, shipping towage, food commodity and construction material imports and distribution, restaurants and functions and events.

Our customers provide vital functions, including supporting the marine industry and economic trade, the supply chain of goods and services used for each household across the State, and contributing to the vibrancy of key precincts such as Circular Quay.

— Enabling economic activity at Bays Port

At Glebe Island, Port Authority tenants Cement Australia and Gypsum Resources Australia play a key role in maintaining the supply chain for critical raw construction materials. Another tenant, Sugar Australia, imports approximately 167,000 metric tonnes of sugar each year for the local food and beverage industry, and IXOM imports 36,000 metric tonnes of salt twice annually for industrial salt applications such as chlorine production. These products also represent successful Australian coastal shipping stories through the movement of large quantities of products around Australia by ship, the most sustainable freight mode.

At White Bay, Port Authority continues to support businesses that contribute to the safe and efficient movement of vessels within Sydney Harbour and marine contractors that undertake construction projects in and around Sydney Harbour, including Engage Towage, AusBarge and SMC Marine. The precinct also offers dry stack boat storage, servicing for recreational vessels and one of Sydney's most important vessel refuelling locations.

In addition, Port Authority provides critical land at Glebe Island to support several NSW Government State Significant Infrastructure projects, including the Sydney Fish Market redevelopment, Sydney Metro West and the Western Harbour Tunnel. We maintain close coordination between these major projects and our long-standing tenants to ensure operations continue safely and without disruption.

— Supporting regional economic growth

Port Authority supports regional arts through a strong relationship with Hunter Writers Centre, licencing the Nobby's Beach Lighthouse Cottages for the purpose of writers and artist retreats, exhibitions and book launches.

In Yamba, we are working closely with Polaris to unlock further commercial opportunities at Goodwood Island and increase utilisation of the wharf to support local industry and economic activity.

— Functions and events at Port Authority's venues

Set in Sydney's most iconic waterfront locations, the OPT and the WBCT are more than just gateways for cruise passengers, they are dynamic event venues that continue to attract some of Australia's most trusted national and international brands.

When not in use for cruise operations, these spaces are transformed for cultural events, product launches and large-scale public activations. They are also increasingly sought after by the film and television industry, with the OPT, the WBCT and the Port Botany Boat Ramp all featured prominently in a range of productions throughout FY25.

1. State of the Cruise Industry Report 2025, Cruise Lines International Association.



In FY25, Port Authority hosted 107 events across our venues, supporting the creative economy and contributing to the vibrancy of Sydney’s cultural life. Many of these events extended into the evening, aligning with the NSW Government’s Vibrancy Reforms aimed at boosting the city’s night-time economy. Some notable events included:

- SASH Music Event – welcoming 900 attendees;
- Silent Disco – Two lively evening sessions with a total of 1,300 participants; and
- ABC Piano Event – A cultural highlight drawing approx. 1,500 people as part of the Vivid Sydney program.

Port Authority also continued to support major cultural and entertainment events in Sydney by providing access to strategically located port land and infrastructure. Throughout the year, we enabled key public celebrations and international events, including Australia Day, Vivid Sydney, New Year’s Eve, and the global sailing championship Sail GP, which has a worldwide television audience of over 21 million people.

Key actions in FY25

Progress on SmartPort initiatives

SmartPort is Port Authority’s strategic transformation program focused on improving operational effectiveness, eliminating waste, simplifying processes and increasing revenue. As part of Port Authority’s commitment to operational excellence and financial sustainability, FY25 marked a pivotal year for the SmartPort program. Our FY25 SmartPort target was met with a sustainable \$1.7 million reduction in operating expenditure (OPEX), driven by process simplification, cost control and improved resource allocation. Key SmartPort initiatives delivered in FY25 include:

- rationalisation of IT application portfolio;
- more effective capture of direct capitalisable labour;
- implementation of a mechanism to capitalise project-related overheads; and
- reduction of property portfolio outgoings through lease renegotiation and asset disposal.

The program has been extended through to FY27 to ensure long-term impact, and a dedicated senior leadership taskforce was established to accelerate delivery and enhance cross-functional collaboration.

Maiden quantum class cruise ship arrival in Eden

A key achievement for the 2024/25 cruise season was the historic arrival of the first Quantum Class cruise ship (Ovation of the Seas) in Eden. This was made possible by the approval of MOD3, a modification to Port Authority’s existing State Significant Infrastructure Approval for the Eden Cruise Wharf. This strategic modification unlocked the port’s capacity to host vessels up to 370 metres in length, positioning Eden as a premier regional destination for cruise tourism and ensuring that the Eden Cruise Wharf infrastructure can be used by a variety of other boats and ships in between cruise visits.

The visit delivered a powerful economic uplift, generating direct input via passenger spending and port operations, while catalysing indirect benefits across local hospitality, retail, tourism and transport sectors. The success of this milestone underscores Port Authority’s commitment to enabling regional prosperity and sustainable growth through bold infrastructure planning and industry collaboration.



OVATION OF THE SEAS IN PORT OF EDEN

Newcastle cruise memorandum of understanding

In a landmark move to strengthen regional cruise tourism, Port Authority signed a memorandum of understanding with seven local councils and two peak tourism bodies from the Newcastle and Hunter regions. This strategic alliance unites stakeholders to enhance cruise visitor experiences and unlock new economic opportunities for local businesses.

The agreement includes joint funding for a dedicated Cruise Coordinator role, tasked with expanding itineraries and promoting the region’s diverse offerings, the Hunter Valley’s wine country to Newcastle’s vibrant urban attractions and stunning Port Stephens. This initiative reflects Port Authority’s commitment to regional prosperity and positions Newcastle Harbour as a rising star in the state’s cruise network.



CRUISE SHIP VISITING NEWCASTLE HARBOUR

Future of cruise in NSW

Port Authority is committed to growing the cruise industry in NSW to support tourism, jobs, and economic growth, ensuring NSW remains Australia’s leading cruise destination. As the owner and operator of Sydney’s cruise terminals and the Eden Cruise Wharf, and the manager of regional cruise in NSW, as well as the on-water authority managing vessel traffic, we assist the NSW Government in assessing the feasibility of catering for and expanding cruise capacity in the state. We conduct assessments within our operational expertise, considering maritime, community, environmental and economic impacts.

In FY25, a Cruise Industry Advisory Panel was established under the leadership of Port Authority, with the participation of cruise and tourism industry experts. The panel is tasked with identifying potential locations for a third cruise terminal or exploring alternative options to support the forecasted long-term growth of the cruise sector in NSW. This work will help the NSW Government determine the best solution to maintain and grow its share of Australia’s multi-billion-dollar cruise industry well into the future.

Prosperity continued

Innovation

RELEVANT MATERIAL TOPICS

- Innovation, digital transformation and cyber security

2030 GOAL

Leverage new technology and digital solutions to optimise service delivery, improve real-time operational insights, enhance safety and efficiency and help meet sustainability goals and targets.

FY25 Initiatives	Status	Outcome/Results
Continue the design, development and implementation of next generation port management system (OnePort)	Ongoing	Four major releases to the OnePort product were delivered in FY25.
Identify priority manual port processes to digitise	Ongoing	Review of internal procedures has commenced using the Prime Mapping tool to identify opportunities for digitisation and improved reporting, aligned with safety, environmental and maritime legislation and standards.

FY26 Planned Initiatives

- Introduce technology on vessels to enable monitoring of emissions savings
- Complete roll-out of OnePort in Sydney
- Implement a digital solution for existing Operations paper-based processes
- Integrate Dynamic Underkeel Clearance (DUKC) technology into the Pilot Portable Unit system (PPU)
- Explore specifications, options and design of battery/hybrid powered survey vessel

Context

The port and maritime industries are evolving rapidly in response to global trends such as decarbonisation, automation, cyber risk and the growing demand for real-time data. In this context, Port Authority recognises that innovation is essential to maintaining safe, sustainable and efficient operations.

Our commitment to innovation is based on the belief that continuous improvement in systems, processes and digital capabilities is key to building operational excellence and future resilience. We view technology not as an add-on but as a core enabler of how we deliver services, manage risk and enhance value for the communities and businesses we support.

Our approach

At Port Authority, innovation is not treated as a standalone initiative but as a core enabler of operational excellence, sustainability and resilience. Our approach is grounded in continuous improvement and the strategic integration of new technologies to enhance safety, efficiency and service delivery across our operations. We actively monitor global industry trends, assess their relevance to our context, and respond by embedding innovation into our systems, processes and digital capabilities. By doing so, we ensure that our organisation remains agile, future-focused and able to adapt to changing operational and environmental conditions. Our innovation efforts are guided by the Enterprise Risk Management Framework, which promotes opportunity-driven thinking while ensuring that risks are identified, assessed and managed in line with our Risk Appetite Statement.

Cyber security is a critical pillar of our innovation strategy and underpins the trust our stakeholders place in us. As we adopt new technologies, we remain vigilant in protecting our systems and data, recognising that cyber resilience is essential to business continuity and operational safety. All staff are required to complete regular cyber security awareness training and comply with a suite of policies that govern responsible digital conduct. Our IT Security Incident Management Procedure provides a clear, standardised response to cyber threats, ensuring that incidents are escalated and resolved efficiently. These measures are reinforced by our two-year Cyber Security Strategy, which aligns with the Essential Eight and National Institute of Standards and Technology (NIST) frameworks and includes targeted training for both IT and operational staff, strengthening our capability to respond to an increasingly complex cyber landscape.

Key actions in FY25

Progress on OnePort implementation

Port Authority is currently implementing OnePort, its next-generation port management system designed to unify and replace legacy systems across its ports. Developed as a port community platform, OnePort provides stakeholders, including shipping agents, pilots, service providers and internal teams, with real-time access to information on port activities, vessel movements, berth schedules and operational workflows. It streamlines processes such as vessel bookings, survey reporting and dangerous goods lodgement, while also enhancing data capture, standardisation and operational efficiency. The platform is already in use at the Port of Eden, Port Kembla and Newcastle Harbour, with ongoing enhancements tailored to the specific needs of each location.



In FY25, Port Authority continued the investment in the OnePort platform, delivering more than 400 enhancements. Four major releases were also delivered, each focusing on a specific functional area to improve existing features and/or introduce new features to the product. The four major releases were:

- Improvements and additional features added to the company and user administration functions allowing improved control and clarity of user privileges;
- Refinement of the Vessel Arrival System (VAS) features that has significantly reduced operator effort to process and manage vessel arrival queues in the port of Newcastle;
- Introduction of self-managed notifications, enabling company administrators and individuals to subscribe to relevant notifications via email or SMS; and
- Introduction of features to support the lodgement of dangerous goods via the OnePort user interface.

Development to enhance dangerous goods handling features, including support for electronic lodgement, is ongoing and will be a key focus of the next major releases, preparing the platform for deployment in Sydney operations.

Digitalisation of manual port processes

In FY25, Port Authority started preparation to trial a new digital platform called Helm to modernise Marine Operations processes. Helm is intended to become the central system for managing operational workflows, replacing manual processes with streamlined digital alternatives. Trial implementation of the product is currently at the procurement stage, and the specific processes to be included are still being finalised.

To support this transition, our Marine Operations team has begun reviewing internal procedures using the Prime Mapping tool. This assessment ensures alignment with the requirements from key legislation including, but not limited to, the *Work Health and Safety Act 2011* (NSW), the *Maritime Safety Act 1998* (NSW) and the *Ports and Maritime Administration Act 1995* (NSW), as well as standards issued by the Australian Maritime Safety Authority (AMSA). The review will help identify areas for improvement and prioritise manual port processes for digitisation and improved reporting. The initiative is expected to roll out over the next 18–24 months and marks a significant step toward more efficient and sustainable marine operations.

Building digital capability with AI tools

Throughout FY25, Port Authority strengthened its familiarisation and training initiatives around Microsoft Copilot, with a clear focus on enhancing workplace productivity and digital capability. The Executive and Senior Leadership Teams received early access to the tool, with a broader rollout to employees planned following Board endorsement of usage guidelines. Staff were encouraged to explore Copilot's secure, privacy-conscious features tailored for government organisations, supported by internal communications, training resources and approved individual licences to enable hands-on learning and experimentation.

Port Authority has also engaged ConnectGPT to provision an initial overview of AI capabilities to the Executive and Senior Leadership Teams and is working with Microsoft and preferred partners to implement a training program for key stakeholders and explore broader AI productivity solutions. This work has helped identify potential applications that may be deployed in the future, further supporting innovation and efficiency across the organisation.

Launch of Port Authority's new website

In March 2025, Port Authority launched its new corporate website, built with a customer-first approach to deliver a fresh design, improved navigation, searchability, search engine optimisation and WCAG 2.1 accessibility. The site is fully mobile-friendly while retaining the critical Port Authority content our visitors rely on.

The website supports 1.8 million visits annually, including 650,000 unique users. Its development was guided by detailed research and data, including surveys of more than 1,000 users, in-depth interviews and analysis of key pain points. This process ensured a platform with bespoke functionality, tailored to meet the needs of our customers and stakeholders, while remaining adaptable into the future.

Prosperity continued

Assets and Infrastructure



RELEVANT MATERIAL TOPICS

Port infrastructure, safety, trade and asset management



2030 GOAL

Ensure the long-term viability and resilience of infrastructure and operational assets through strategic investment, maintenance and innovation.

FY25 Initiatives	Status	Outcome/Results
Complete the Bond One office refurbishment	Complete	The refurbished Bond One office was reopened in January 2025.
Develop sustainable guidelines for infrastructure projects, with an initial focus on the White Bay Multi-Storey Car Park	Complete	The White Bay Multi-Storey Car Park Performance Benchmark was developed in August 2024 and applied as part of the procurement for the car park’s design and construction works.
Commence construction for shore power at the White Bay Cruise Terminal	In progress	Initial works to prepare White Bay for shore power were undertaken between March and April 2025, In June 2025, site investigations were also carried out around White Bay to inform the civil design and construction works to be undertaken in FY26.
Deliver the 10-Year Vessel Asset Strategy	In progress	PV Yanaga was delivered in December 2024. Additional pilot and marine operations vessels are anticipated to be required between FY26 and FY28. Engine replacement works have commenced on PV Sever, PV Sharp and PV Sinclair.

FY26 Planned Initiatives

- Continue works on shore power construction and installation at the WBCT, with the aim of being operational by the end of CY26
- Secure a new renewable electricity market mechanism (e.g. power purchase agreement) for shore power supply at the WBCT
- Complete Moore’s Wharf building refurbishment
- Re-commence work on the OPT – berthing infrastructure improvement works
- Improve our asset reliability through replacing and upgrading critical assets, including through the delivery of the 10-Year Vessel Asset Strategy

Context

Port Authority oversees a wide range of assets and infrastructure across NSW, including cruise terminals, working wharves, vessels and navigational aids. These form the backbone of our ability to support trade, tourism and emergency response while delivering value to the State and the communities around the ports where we operate.

Managing this infrastructure requires a long-term, proactive approach particularly as many assets face challenges related to age, harsh marine conditions and increasing weather exposure. By embedding strong asset management and forward planning into our operations, we aim to maintain reliability, extend useful life and ensure our assets and infrastructure are equipped to meet our future demands safely and sustainably.

Our approach

Based on our long-term commitment to operational excellence and sustainable infrastructure, Port Authority’s assets are managed through a structured lifecycle approach that integrates strategic planning, delivery, maintenance and renewal.

Our infrastructure assets, including, but not limited to, vessels, cruise terminals and other land-based facilities and aids to navigation, are designed and maintained to deliver both value and performance. As our asset base expands and matures, and as new technologies are introduced, the complexity of our asset management responsibilities continues to grow.

We apply a comprehensive asset and project management framework that ensures all assets are managed safely, efficiently and sustainably across their lifecycle. This includes:

- Condition-based assessments and lifecycle forecasting to inform capital investment and maintenance planning;
- Preventative and statutory maintenance regimes tailored to asset type and operational requirements;
- Integration of risk-based decision-making to optimise asset performance while managing cost and resource allocation; and
- Alignment with the corporate strategic priorities, as well as our 10-Year Capital Expenditure (CAPEX) Program.

This approach ensures that Port Authority assets consistently support safe, reliable and sustainable operations for our customers and the broader maritime community.



Key actions in FY25

Completion of the Bond One office refurbishment

In January 2025, Port Authority reopened its head office (Bond One) following a major refurbishment designed to create a modern, flexible and collaborative workplace. The new space was shaped by staff feedback and offers a variety of work environments, from focus rooms and quiet desks to large meeting spaces, wellness facilities and informal collaboration areas. This fit-for-purpose design fosters creativity, productivity and wellbeing, while supporting hybrid and flexible ways of working across the organisation.



NEW RECEPTION AT THE BOND ONE OFFICE

Sustainability was a key focus throughout the refurbishment process. Port Authority partnered with Mission to Seafarers Sydney, the St Vincent de Paul Society and sustainable office relocators Egans to maximise the reuse and recycling of surplus furniture and equipment. Mission to Seafarers Sydney were delighted to receive many of the chairs, desks, kitchen tables and couches that were still in good condition, which are now replacing older furniture in their Millers Point and Port Kembla offices, providing visiting seafarers with a more comfortable and colourful space to enjoy. Staff also contributed to the effort, raising \$430 for the St Vincent de Paul Society through the purchase of office furniture such as chairs and pedestal drawers. Meanwhile, Egans ensured that all remaining items, 441 in total, were removed, assessed and recycled.

In total, 10,867 kilograms of material were diverted from landfill, 172 assets were kept in circulation for reuse, reconfiguration or refurbishment, representing 98% landfill avoidance, a result that far exceeds the Sydney CBD business benchmark of 30% recycled and 70% landfilled.



VISITING SEAFARERS ENJOY THE 'NEW' FURNITURE AT MISSION TO SEAFARERS SYDNEY

READ MORE ABOUT HOW OUR NEW BOND ONE OFFICE WAS DESIGNED WITH HEALTH AND WELLBEING IN MIND ON PAGE 24.

Development of Port Authority's first sustainable infrastructure guidelines

In August 2024, Port Authority finalised the development of its first set of sustainable guidelines to inform the design and construction of infrastructure projects. The document drew on recognised frameworks including the TfNSW Sustainable Design Guidelines, the TfNSW Baseline Sustainability Requirements and the Infrastructure Sustainability Council (ISC) Infrastructure Sustainability (IS) Rating Scheme. Titled the White Bay Multi-Storey Car Park Performance Benchmark, the guideline comprises 28 requirements and targets across seven categories:

- Energy and greenhouse gas emissions
- Climate resilience
- Water
- Circular economy
- Sustainable procurement
- Environmental impacts
- Community outcomes and legacy

WHITE BAY MULTI-STOREY CAR PARK PERFORMANCE BENCHMARK CATEGORIES

The Performance Benchmark was first applied as a test case during the procurement process for the design and construction of the White Bay Multi-Storey Car Park. Tender participants were required to demonstrate in their submissions and clarifications how they intended to address each requirement and target. The successful design-and-construct contractor will be required to demonstrate compliance with all requirements, which will be verified through the approach set out in the Performance Benchmark. Building on this experience, Port Authority will identify opportunities to refine and enhance the Performance Benchmark for application in future infrastructure projects.

Construction of shore power at the WBCT

Port Authority is delivering Australia's first shore power connection for cruise ships at the WBCT, a transformative project that will allow vessels to plug into shore-side renewable electricity while at berth. This initiative will eliminate the need to run diesel engines to generate electricity for ship operations while at berth, significantly reducing both greenhouse gas emissions and operational noise, while improving local air quality for surrounding communities. The project is a cornerstone of our strategy to decarbonise port operations, contributing to the reduction of our Scope 3 greenhouse gas emissions.

Prosperity continued

In FY25, significant progress was achieved across major work packages. Initial site preparation was completed between March and April 2025, including the demolition of the White Bay 5 Administration and Canteen buildings to create space for critical electrical infrastructure. In June 2025, site investigations were carried out across White Bay to inform the upcoming civil works. Detailed design, manufacturing and factory acceptance testing of long-lead electrical items were finalised, with all major components successfully tested and shipped for assembly at Powercon's factory in Hobro, Denmark. Ward Civil and Environmental Engineering was appointed as the principal contractor for civil works, which will deliver the internal electrical network and construct pits for the innovative seawater cooling system.



SHORE POWER INFRASTRUCTURE WILL BE DELIVERED AT THE WBCT

The project incorporates several sustainability features that extend beyond emissions reduction. A closed-loop seawater cooling system will regulate the temperature of high-voltage equipment efficiently and quietly, reducing both energy demand and operational impacts. Once operational, shore power is expected to avoid approximately 4,000 tonnes of CO₂ emissions each year. All electricity purchased for the shore power system will be sourced from renewable energy.

Port Authority will continue its role as a leader in this field, chairing national and international committees on shore power standards and contributing to the future of sustainable maritime infrastructure worldwide.

[READ MORE ABOUT OUR SHORE POWER PROJECT ON OUR WEBSITE.](#)

Delivery of the 10-Year Vessel Asset Strategy

Port Authority's investment in the marine operations fleet continues to advance with the delivery of the new self-righting pilot vessel, PV Yanaga, in December 2024. This vessel enhances operational safety and resilience, particularly in challenging sea conditions, and represents a significant step in modernising Port Authority's pilotage capabilities. In parallel, a new patrol vessel has been procured to replace Response 2, with delivery scheduled for early 2026, further strengthening our on-water response and surveillance capacity.

[READ MORE ABOUT PV YANAGA'S SELF-RIGHTING CAPABILITY ON PAGE 20. A LIST OF OUR VESSELS IS PRESENTED IN THE DATA SUMMARY – PROSPERITY SECTION.](#)

Looking ahead, the Board has approved the release of a tender for the acquisition of three new pilot vessels. The fleet strategy anticipates the purchase of two new marine operations vessels between FY26 and FY30. This fleet strategy underscores our long-term strategy to maintain a modern, efficient and safe fleet. Additionally, engine replacement works have commenced on existing pilot vessels *PV Sever*, *PV Sharp*, and *PV Sinclair*, ensuring these assets remain reliable and compliant with evolving performance and environmental standards.



PV SEVER ENGINE REPLACEMENT WORKS



Moore's Wharf infrastructure upgrade

In December 2024, Port Authority delivered a major infrastructure upgrade at Moore's Wharf, our Sydney Harbour marine operations base. A new floating pontoon replaced two ageing jetties, significantly improving vessel access, safety and operational efficiency.

The pontoon was designed to rise and fall with the tide, enabling safer and faster boarding for pilot and multipurpose vessels. It increases berthing capacity to eight vessels at a time, helping reduce turnaround times and strengthening Port Authority's ability to respond swiftly to operational needs or emergencies. These improvements were critical to supporting Sydney Harbour's marine operations and ensuring a safe and efficient working environment for crews.



NEW FLOATING PONTOON AT MOORE'S WHARF

Further enhancements at the site include a new wave baffle to reduce wash and improve docking conditions, upgraded solar-powered lighting for better visibility and safety and an additional fuel bowser to streamline vessel servicing.



Partnerships

Connecting and collaborating with our customers, stakeholders and communities to improve social, environmental and economic outcomes

Port Authority is committed to building and sustaining meaningful partnerships that support the delivery of safe, efficient and sustainable port operations across NSW, enhance engagement across our port communities and contribute to our social licence to operate. This commitment to meaningful relationships with our community, First Nations peoples, customers, government and industry stakeholders is reflected in our collaborative efforts and shared achievements.

Through these partnerships, Port Authority works side by side with stakeholders to address shared challenges and explore new opportunities. Fostering open dialogue and mutual understanding helps build trust, strengthen resilience and ensure our actions are informed by constructive feedback and shared expertise.

RELEVANT MATERIAL TOPICS

- Engaging first nations
- Community engagement
- Social licence to operate
- Collaboration, partnerships and engagement
- Leadership and advocacy

RELEVANT UNITED NATIONS SDGS



In this section:

- Community Responsibility
- Customers and Stakeholders
- Advocacy, Research and Industry Partnerships



Community Responsibility

RELEVANT MATERIAL TOPICS

- Engaging first nations
- Community engagement
- Social licence to operate
- Collaboration, partnerships and engagement

2030 GOAL

Develop and maintain strong community relationships, meaningful engagement and collaboration to build respectful, trust-based relationships, strengthen our social licence to operate and balance community expectations with port operations.

FY25 Initiatives	Status	Outcome/Results
Deliver Port Authority’s first community grants program	Complete	Our first Community Grants Program was launched, providing up to \$50,000 in funding to support local projects. Nine community initiatives were selected from 85 eligible applications.
Expand our dialogue with local Aboriginal communities	Complete	Engagement with local Aboriginal communities was strengthened through the development of Port Authority’s First Nations Engagement and Consultation Framework and several project-specific actions. Awareness and inclusion were promoted through cultural celebrations and the rollout of a First Nations Cultural Awareness course.

FY26 Planned Initiatives

- Manage our annual Community Grants Program
- Continue work to increase recognition and strengthen relationships between Port Authority and port communities, including local Aboriginal communities
- Investigate opportunities to enhance engagement with First Nations-owned businesses in procurement by mapping potential suppliers, identifying internal policy barriers, and exploring the viability of pilot programs

Context

The communities surrounding each port in which we operate are diverse, ranging from bustling urban centres and industrial precincts to heritage listed communities, regional towns and coastal villages. These communities are made up of a wide array of stakeholders who have a strong interest in our operations with some relying on the ports for employment, economic activity and connection to global trade. Port Authority is committed to sustaining strong and positive relationships with these communities, balancing operational requirements with local needs, enhancing our social licence to operate and creating and sustaining partnerships that support positive environmental, social and economic outcomes across NSW.

Our approach

Port Authority adopts a structured and proactive approach to community engagement, designed to provide timely, relevant and accessible information, ensuring that communities remain informed and connected. Regular communication channels include our [Port Matters](#) quarterly newsletter, which shares maritime stories and operational updates from ports and harbours across NSW, and the [Bays Port Community Newsletter](#), which focuses specifically on developments within Sydney’s Bays Precinct. In addition, project-specific engagement is undertaken for major initiatives, with tailored actions to suit the needs of each community. For example, the [Shore Power Community Engagement Hub](#) and the [White Bay Car Park Community Engagement Hub](#) provide a dedicated online space for residents and stakeholders to access up-to-date information about these projects and provide feedback during key stages of planning and delivery.

Port Authority also plays an active role in dedicated liaison groups and committees that supports consultation and communication. We run the [Glebe Island and White Bay Community Liaison Group](#) (CLG) and fund its independent chair, with quarterly meetings to discuss port operations, upcoming projects and community concerns. Meetings are held both in person and online to maximise accessibility, and feedback from participants is routinely sought to improve engagement practices. Similarly, the recently established [Port of Eden Stakeholder Group](#) (ESG) brings together local representatives to discuss port activities, development opportunities and community priorities and is co-managed with Transport for NSW. Port Authority also participates in the [Port Botany Community Consultative Committee](#), convened by NSW Ports, and the [Port of Newcastle Community Liaison Group](#), chaired by Port of Newcastle. These forums provide valuable opportunities for exchanging information, identifying local issues and ensuring community perspectives are considered in port planning and operations.



MEMBERS OF THE COMMUNITY LIAISON GROUP LEARNING ABOUT THE NOISE MONITORING EQUIPMENT AT WHITE BAY

Partnerships continued

Supporting these efforts, Port Authority has a [Community Complaints Procedure](#) and operates a 24/7 community enquiries and complaints line, ensuring real-time responsiveness. All complaints are logged, investigated and tracked through a central database, with formal responses issued within three working days.

Port Authority also supports communities through sponsorships and our [Community Grants Program](#), launched in FY25. These initiatives aim to strengthen relationships with local stakeholders, enhance social outcomes and promote shared value in the regions where we operate.

Key actions in FY25

Delivery of community sponsorships

As part of our Sponsorships Program, and prior to the launch of our Community Grants Program, Port Authority provided support to several community initiatives in FY25, which celebrated local heritage, education and culture. In Newcastle, we sponsored Carnivore Films in the production of a 30-minute documentary on the story of Whibayganba (Nobby's Headland), exploring its geological formation, cultural significance and role in managing the world's largest coal port. In Eden, we supported the Eden Whale Festival, an event that celebrates the region's maritime and whaling history through whale-watching experiences and community activities.

We also proudly sponsored Lambton High School's Marine Studies Program in Newcastle, an initiative designed to inspire young minds through hands-on learning in marine science, engineering and renewable energy. The program brought together primary and secondary students for an engaging educational experience focused on sustainability and innovation.



PROUD PARTICIPANT IN LAMBTON HIGH SCHOOL'S MARINE STUDIES PROGRAM

A highlight was the design, construction and racing of mini solar-powered boats, culminating in a Marine STEM Race Day at the TAFE NSW Hunter Valley EV Festival. The event showcased students' creativity and understanding of clean energy technologies in a real-world setting. Port Authority's presence at the festival included an interactive exhibit where students built 3D models of maritime vessels such as cargo ships, tugboats and pilot boats, sparking curiosity about maritime careers and the role of sustainable practices in the industry.

In Sydney, we continued to collaborate with local and state governments, providing access to our port assets in support of major public events and celebrations including New Year's Eve fireworks, Australia Day, Vivid Sydney, the Diwali Festival and Remembrance Day. We also continued our long-standing sponsorship of the Vinnies CEO Sleepout, hosted for the eighth consecutive year at the WBCT.

Launch of our Community Grants Program

An important milestone in FY25 was the launch of Port Authority's first [Community Grants Program](#), a strategic initiative designed to consolidate existing community support activities under a transparent and purposeful framework. The program translates our commitment to sustainability and social responsibility into tangible outcomes that create long-term benefits for the communities we serve.

With an annual funding pool of up to \$50,000, the program provides community grants ranging from \$2,000 to \$15,000 (excluding GST) to support one-year projects, events and initiatives that deliver meaningful benefits to the communities surrounding the ports where we operate. These are grouped into three regions: (i) North Coast (Newcastle Harbour and Port of Yamba); (ii) Sydney (Port Botany and Sydney Harbour); and (iii) South Coast (Port Kembla and Port of Eden). Community-based organisations, including charities, not-for-profits, local community groups, schools and educational facilities, youth programs, sporting and arts organisations and First Nations groups — are encouraged to apply.

The first funding round was open for six weeks and attracted 85 eligible applications; 25 from the North Coast region, 33 from the Sydney region and 27 from the South Coast region. To ensure fair and locally informed decision-making, all applications were assessed against clear evaluation criteria by panels comprising Port Authority team members who live and work in our port communities, alongside senior leaders and sustainability experts. Projects that promoted maritime industry engagement and supported sustainability outcomes were particularly encouraged.

Nine community initiatives were selected for funding in 2025 across the three regions.

[A LIST OF THE ORGANISATIONS AND INITIATIVES FUNDED THROUGH THE FIRST ROUND OF OUR COMMUNITY GRANTS PROGRAM IS PRESENTED IN DATA SUMMARY – PARTNERSHIPS.](#)

Engagement with local Aboriginal communities

Port Authority continued to strengthen engagement with local Aboriginal communities across all port locations during FY25. A key initiative was the development of our First Nations Engagement and Consultation Framework, which outlines the principles, actions and processes that guide engagement with First Nations stakeholders, as well as stakeholder mapping for each port location.

With support from our Aboriginal and Torres Strait Islander ERG, several initiatives were implemented to build awareness and inclusion. These included celebrating significant cultural dates such as National Reconciliation Week and NAIDOC Week, initiating discussions with the Executive Team and Board considering the preparation of a Reconciliation Action Plan (RAP) and commissioning plaques at each port to acknowledge and reflect local Country. During National Reconciliation Week (27 May to 3 June), staff were encouraged to participate in events, including the [Reconciliation Australia National Reconciliation Week Virtual Breakfast](#). Another initiative was the First Nations Cultural Awareness course, which was made available on ONBOARD for all staff, with mandatory completion for senior leaders.

[READ MORE ABOUT OUR ABORIGINAL AND TORRES STRAIT ISLANDER ERG AND THE CELEBRATION OF CULTURAL EVENTS ON PAGES 28 AND 31.](#)

Port Authority also proudly supported the [National Indigenous Art Fair](#), held at the OPT. Port Authority provided the venue and operational support, enabling more than 100 Aboriginal artists to showcase and sell their work directly to the public.

In FY25, we further demonstrated our respect for First Nations culture by naming our newest pilot vessel using local Aboriginal language as a tribute to the Traditional Owners of the lands and waters on which we operate. The vessel's name, Yanaga, means "shark" in the language of the Dharawal people the Traditional Owners of the lands and waterways around Port Botany. Port Authority collaborated with the Gujaga Foundation and the La Perouse Local Aboriginal Land Council to identify an appropriate name and obtain the necessary permissions for its use. The Gujaga Foundation is the peak organisation leading language, cultural and research activities within the La Perouse Aboriginal community. Gujaga works collaboratively with Elders, knowledge holders and leading academics.

[READ MORE ABOUT PV YANAGA PAGES 20 AND 54.](#)

In collaboration with the NSW National Parks and Wildlife Service, Port Authority also undertook Aboriginal consultation for the preparation of an Aboriginal Cultural Heritage Assessment Report (ACHAR) associated with further works proposed around the Hornby Lighthouse. Engagement with Aboriginal stakeholders is expected to continue as the works progress in FY26.

[READ MORE ABOUT THE HORNBY LIGHTHOUSE RESTORATION ON PAGES 43-44.](#)



TECHNICAL INSPECTION CARRIED OUT AS PART OF THE PREPARATION OF THE ACHAR FOR THE PROPOSED WORKS AROUND THE HORNBY LIGHTHOUSE

Establishment of the Port of Eden Stakeholder Engagement Group

In FY25, Port Authority and NSW Maritime, the maritime division of Transport for NSW (TfNSW), jointly established the [Port of Eden Stakeholder Group](#) (ESG), marking a significant step forward in regional engagement and coordination. The group was formed following the conclusion of the Eden Cruise Wharf Community Consultative Committee's five-year term, originally created to support the Eden Breakwater Wharf Extension Project. Building on the success of that committee and stakeholder feedback, the ESG was launched in April 2025 to provide a more inclusive and strategic forum for collaboration among government agencies, port operators, community representatives and adjacent land managers. Its purpose is to foster transparent communication, consultative input, and coordinated planning for activities and developments within Snug Cove and the broader Port of Eden precinct.

The ESG meets quarterly and is co-chaired by representatives from Port Authority and TfNSW. Its [Terms of Reference](#) define a clear advisory role, focusing on planning proposals, operational updates, and environmental considerations. Membership comprises a diverse range of stakeholders, including community members, local business and tourism representatives, recreational and commercial maritime users, community and rescue organisations as well as the Eden Local Aboriginal Land Council and Bega Valley Shire Council. These stakeholders were selected through an Expression of Interest (EoI) process to ensure broad representation and local relevance. The two meetings held in FY25 (on 2 April and 25 June 2025) addressed key topics including maritime infrastructure delivery, land-side management, and community grants. The group has already proven its value in strengthening relationships, identifying emerging issues, and supporting Eden's growing role as a regional maritime hub.



SNUG COVE, EDEN

Partnerships continued

Customers and Stakeholders

RELEVANT MATERIAL TOPICS

- Engaging first nations
- Community engagement
- Social licence to operate
- Collaboration, partnerships and engagement

2030 GOAL

Align with government priorities, deliver high-quality services and maintain our commitment to customers to meet evolving business needs.

FY25 Initiatives	Status	Outcome/Results
Aim for 10% increase in stakeholder knowledge of the value of ports in NSW	Complete	The target was achieved based on seven metrics used to assess awareness of the value created by the ports.
Deliver the Safe and Efficient Ports Forum	Complete	The event was held on 17 September 2024.
Deliver our Multichannel Awareness Strategy, including brand refresh, website launch and social media leverage	Complete	The strategy was delivered within areas of control, including significant uplift in website traffic and performance following launch of new website in March 2025.

FY26 Planned Initiatives

- Maintain an ongoing focus on customers as part of Port Authority’s culture

Context

Port Authority’s stakeholders extend beyond the communities that live around the ports where we operate. We also serve a broad and diverse customer base that includes cruise and cargo shipping lines, terminal operators, stevedores, freight forwarders and ground handlers. In addition, we support a wide range of tenants and licensees operating within our precincts, including major infrastructure partners such as Sydney Metro and Western Harbour Tunnel.

Across our port locations, tenants range from industrial operators and logistics providers to hospitality venues and community-facing services. At Glebe Island and White Bay, for example, we host bulk material tenants handling cement, sugar and gypsum, while Circular Quay features the licensed hospitality venues of Quay, Cruise Bar and Squires Landing. Our port customers play a vital role in the state’s supply chain and economic development, and our relationships with them are grounded in professionalism, transparency and a shared commitment to operational excellence.

Our approach

Port Authority’s approach to customers and stakeholders is grounded in professionalism, responsiveness and a commitment to adding value. Our [Customer Service Charter](#), finalised in FY24, sets a clear standard for how we engage with customers, industry partners and stakeholders across all NSW ports. It outlines our promise to listen and communicate openly, provide timely and reliable service and treat every customer with fairness and respect. We aim to understand our customers’ business needs and deliver outcomes that support their growth, while maintaining safe and efficient operations. Through our “One Port” approach, we ensure consistency of service experience across our network, positioning Port Authority as the operator of choice for maritime services in NSW.

This customer-centric mindset is embedded in our broader strategic direction. Under the “Community” pillar of Our Direction 2025–30, we recognise that strong relationships and meaningful engagement are essential to maintaining our social licence to operate. We work collaboratively with customers, government, industry stakeholders and port communities to ensure our services reflect shared priorities and evolving expectations. By investing in partnerships, transparent communication and continuous improvement, Port Authority strives to deliver not only operational excellence but also long-term value for the people and businesses who rely on our ports.

Key actions in FY2025

Organisation of the Safe and Efficient Ports Forum

On 17 September 2024, the Safe and Efficient Ports Forum was held at the OPT, bringing together over 150 delegates from 65 organisations across the NSW maritime sector. Organised by Port Authority, the forum served as a collaborative platform for port users, service providers, regulators and industry partners to share insights and strategies for enhancing safety, operational efficiency and sustainability. Attendees included representatives from major shipping lines, terminal operators, towage and pilotage providers, government agencies and sustainability experts.



CUSTOMERS AND STAKEHOLDERS GATHER AT THE SAFE AND EFFICIENT PORTS FORUM

The event featured presentations covering a wide range of topics from port performance, pilotage and port state control, to discussions on weather impacts, and the evolving role of port infrastructure in supporting resilient maritime operations. The success of the 2024 forum has paved the way for its establishment as an annual event, underscoring the sector's commitment to continuous improvement and collaborative innovation.

Delivery of our Multichannel Awareness Strategy

In FY25, Port Authority achieved significant growth in its digital presence, driven by the launch of our new website. The platform was designed to meet the needs of our customers and stakeholders while remaining flexible and adaptable to future requirements.

[READ MORE ABOUT OUR NEW WEBSITE ON PAGE 51.](#)

The new website helped amplify our visibility and engagement across our social media channels:

- Instagram: 15% growth in followers to 3,821, with the top-performing post reaching over 62,000 views and 1,327 likes;
- LinkedIn: 15% growth in followers to 15,691, with more than 90 posts generating a 22% increase in post reactions, totalling over 7,600; and
- YouTube: 14% growth in subscribers to 779, with more than 25,800 views of Port Authority videos.

Our media reach in FY25, supported by a balanced mix of proactive and responsive storytelling. Key highlights included:

- A 247% increase in editorial mentions;
- 25 media announcements issued; and
- More than 415 stories generated across print, broadcast and online channels.

Together, our engagement platforms create a comprehensive communication ecosystem that has supported meaningful engagement and strengthened our ability to connect with our port communities and stakeholders.

Completion of our stakeholder insights research

In FY25, we deepened our commitment to evidence-based stakeholder engagement through our biennial stakeholder and community insights research program. Conducted by Verian (formerly Kantar Public), the 2024 study built on our baseline established in 2022 by tracking reputation, engagement and satisfaction across three key stakeholder groups: (i) Tier One stakeholders (senior strategic representatives); and (ii) Tier Two stakeholders (operational partners), and community members residing near NSW ports. The program included in-depth interviews with Tier One stakeholders (senior representatives from government, industry and community organisations) as well as quantitative surveys with Tier Two stakeholders and residents across Sydney, Newcastle, Port Botany, Port Kembla, Eden and Yamba. In total, 306 residents and 68 Tier Two stakeholders participated, with data weighted to ensure demographic representation. The research achieved a 39% response rate from Tier One stakeholders (25 interviews), 25% from Tier Two stakeholders (68 surveys), and 306 completed surveys from community participants.

The results showed measurable improvements across all three performance indicators:

- Corporate Reputation Index rose to 66/100, up from 61 in 2022;
- Customer Experience Index increased to 70.9/100, up from 67.5; and
- Community Engagement Index reached 73/100, up from 72.

Notably, 72% of Tier One stakeholders were categorised as “Ambassadors” of Port Authority, with 75% rating their relationship as “very good” or “excellent.” In contrast, only 60% of Tier Two stakeholders gave similar ratings, highlighting an opportunity to strengthen engagement with operational partners. Among community respondents, 81% rated Port Authority 6 or above, and 53% gave scores of 8 or higher.

Stakeholders consistently recognised Port Authority's strengths in safety, ethical business practices, employee professionalism and strong leadership. However, the research also identified areas for improvement, particularly in enhancing transparency, accountability and value-for-money perceptions among Tier Two stakeholders.

The research reaffirmed Port Authority's role as a trusted and visible organisation, while also identifying opportunities to strengthen strategic relationships and improve awareness of its sustainability initiatives. Reputation metrics such as the Corporate Reputation Index, Customer Experience Index and Community Engagement Index continue to be used as key performance indicators. Insights from the Verian study have informed divisional action plans and strategic priorities, ensuring that stakeholder perspectives remain central to Port Authority's planning and delivery. This continuity of research has enabled Port Authority to measure progress, benchmark performance and respond to evolving stakeholder expectations with clarity and purpose.

Execution of our stakeholder mapping exercise

As part of the FY25 review of Port Authority's Community Engagement and Consultation Framework, a comprehensive stakeholder mapping exercise was conducted in July 2024. The initiative aimed to strengthen strategic engagement planning and reaffirm Port Authority's commitment to transparency and collaboration.

The process identified key stakeholder groups across government, customers, industry, community, supply chain and media. Within these groups, subcategories were defined according to relationship tier, engage, consult, inform, or maintain interest, based on each stakeholder's level of influence and relevance to Port Authority's operations. By aligning engagement strategies with the IAP2 Spectrum and considering the level of risk and impact associated with each activity, the resulting stakeholder map has become an essential tool for refining our engagement approach, building trust and reinforcing our social licence to operate.

Partnerships continued

Advocacy, Research and Industry Partnerships

RELEVANT MATERIAL TOPICS

- Leadership and advocacy
- Collaboration, partnerships and engagement

2030 GOAL

Invest in strategic partnerships and initiatives that align with our vision, purpose and values.

FY25 Initiatives	Status	Outcome/Results
Continue engagement with the Blue Visby Consortium for a potential trial at Newcastle Harbour	Ongoing	Meetings were held to continue investigations on a pilot trial at Newcastle Harbour.

FY26 Planned Initiatives

- Continue engagement with Blue Visby Consortium
- Investigate the potential for a research and development project for a battery diesel-electric/ hybrid survey vessel

Context

Port Authority plays an active role in shaping policy and research dialogues that support the port and maritime industries in NSW and beyond. Through leadership and advocacy, we share insights and expertise to help shape the future of port operations and promote sustainable practices across these sectors.

Collaboration is at the core of how we create impact. Through partnerships with government, industry and academia, Port Authority aims to foster innovation and drive progress across the port and maritime sectors, resulting in positive outcomes for the environment and the communities surrounding the ports where we operate.

Our approach

Port Authority’s approach to advocacy, research and industry partnerships is grounded in collaboration, transparency and shared progress. We engage constructively with government, industry and research organisations to exchange knowledge, influence positive change and help shape a resilient and sustainable maritime future. Our role is to bring together diverse perspectives, encourage innovation and ensure that the port and maritime sectors continue to evolve in a way that supports economic growth and environmental responsibility.

We take a strategic and evidence-based approach to these partnerships, focusing on initiatives that deliver clear benefits for our stakeholders and align with our long-term vision and values. By building trusted relationships and fostering collaboration, Port Authority seeks to strengthen collective capability across the port and maritime industries, champion leadership in sustainability and contribute to solutions that create lasting value for the people and communities we serve.

Key actions in FY25

Participation in the Blue Visby Consortium

Port Authority formally joined the [Blue Visby Consortium](#) on 19 December 2023, reinforcing our commitment to supporting global efforts to decarbonise international shipping. The Consortium brings together leading ports, technology providers and shipping stakeholders to address the significant emissions generated by the “sail fast, then wait” practice in bulk shipping. By leveraging advanced digital technology and collaborative scheduling, the [Blue Visby Solution](#) aims to optimise vessel arrival times, reduce unnecessary fuel consumption and cut greenhouse gas emissions across entire voyages. Importantly, the Blue Visby Solution also incorporates a formal benefit-sharing mechanism, which ensures that the financial savings and environmental benefits achieved are distributed fairly among all participating stakeholders, including shipowners, charterers and cargo interests.

In FY25, we continued our active participation in the Consortium, hosting Blue Visby representatives in Newcastle Harbour to further investigate the feasibility of a pilot trial at that location. These meetings brought together key stakeholders to explore the complexities of the Newcastle coal supply chain and assess how the [Blue Visby Solution](#) could be integrated with the existing vessel arrival system.

During the year, the Consortium also achieved several major milestones, including the operational deployment of its solution at Kwinana, Western Australia, validation of its methodology by Bureau Veritas, and continued expansion to over 40 members worldwide. Port Authority remains committed to collaborating with the Consortium and industry partners to help drive down shipping emissions and support a more sustainable maritime sector.

Delivery of Round 2 of the Seafarer Welfare Fund

In its second year, the \$2.5 million Seafarer Welfare Fund, a joint, five-year initiative between Port Authority, NSW Ports and Port of Newcastle, continued to provide critical support through the long-term provision of services, projects and programs in support of the State’s essential seafarer workforce in a productive and sustainable way. The funding recipients, announced at the Mission to Seafarers (MtS) Parliamentary Lunch in June 2025 showcased the strength of NSW port operators and port communities in supporting global seafarers with care, dignity, and respect.



SEAFARER WELFARE FUND MARKS STRONG SECOND YEAR

The Fund has already demonstrated measurable impact. With its support, MtS Sydney more than doubled ship visits, Stella Maris expanded its outreach and Newcastle restored seven-day operations. In Port Kembla, partnerships with local groups offered seafarers transport and recreational opportunities, boosting wellbeing and mental health.

📄 [A LIST OF RECIPIENTS AND PROJECTS FUNDED THROUGH THE SECOND ROUND OF THE SEAFARER WELFARE FUND IS PRESENTED IN DATA SUMMARY – PARTNERSHIPS.](#)

Recognition and achievement at the DCN Maritime & Shipping Awards

In FY25, Port Authority was proud to be recognised at the 2024 DCN Maritime & Shipping Awards in Melbourne, an event celebrating excellence and innovation across Australia’s maritime sector. Our former CEO, Captain Philip Holliday, received the Seafarers Welfare Award as a result of the Seafarer Welfare Fund. Marine Pilot Josephine Clark was Highly Commended in the Women in Shipping & Maritime Logistics category, recognising her leadership and contribution to maritime safety and diversity. In addition, Vikas Bangia, John Finch and the Port Authority Operations Team were Highly Commended in the Safety Award category for their Pilot Ladder Training Program and Operational Compliance initiative. Port Authority has also proudly sponsored the Diversity & Inclusion Award since its introduction in 2018. In 2024, the award was presented to Svitzer Australia in recognition of its leadership in building a more diverse and equitable maritime workforce.



PORT AUTHORITY’S TEAM AT THE 2024 DCN MARITIME & SHIPPING AWARDS

Other awards sponsored by Port Authority in FY25 included the Outstanding New Business Award at the 2024 Illawarra Business Awards and the Excellence in Innovation category at the 2024 Business Hunter Awards.

Data summary

People

Total number employees by employment type and region (GRI 2-7)¹

Bond One (Head Office)	Moore's Wharf	Port Botany	Port of Newcastle	Port Kembla	Port of Eden	Port of Yamba	Total
Number of employees (including casuals)							
100	52	116	75	35	3	6	387
Number of permanent employees (full-time)							
85	46	99	68	29	2	3	332
Number of permanent employees (part-time)							
8	0	8	5	1	0	0	22
Number of temporary (fixed-term) employees (full-time)							
5	4	3	2	2	0	1	17
Number of temporary (fixed-term) employees (part-time)							
2	0	0	0	0	0	0	2

1. Data reported in head count and compiled considering the closing position on 30 June 2025 (end of reporting period). There were no significant fluctuations in the number of employees during the reporting period.

Total number employees by gender and region (GRI 2-7)¹

Bond One (Head Office)	Moore's Wharf	Port Botany	Port of Newcastle	Port Kembla	Port of Eden	Port of Yamba	Total
Female							
57	9	20	12	9	1	0	108
Male							
43	43	96	63	26	2	6	279

1. Data reported in head count and compiled considering the closing position on 30 June 2025 (end of reporting period). There were no significant fluctuations in the number of employees during the reporting period.

Total number employees by employment type and gender (GRI 2-7)¹

Female	Male	Total
Number of employees (including casuals)		
108	279	387
Number of permanent employees (full-time)		
79	253	332
Number of permanent employees (part-time)		
15	7	22
Number of temporary (fixed-term) employees (full-time)		
9	8	17
Number of temporary (fixed-term) employees (part-time)		
1	1	2

1. Data reported in head count and compiled considering the closing position on 30 June 2025 (end of reporting period). There were no significant fluctuations in the number of employees during the reporting period.



Employee hires during the reporting period by age group, gender and region (GRI 401-1)

	Under 30 years old				30-50 years old				Over 50 years old			
	Female		Male		Female		Male		Female		Male	
	No.	Rate ¹	No.	Rate ¹	No.	Rate ¹	No.	Rate ¹	No.	Rate ¹	No.	Rate ¹
Bond One (Head Office)	0	0	4	4%	1	1%	1	1%	1	1%	1	1%
Moore's Wharf	3	6%	2	4%	1	2%	3	6%	0	0	1	2%
Port Botany	1	1%	2	2%	1	1%	2	2%	0	0	0	0
Port of Newcastle	0	0	0	0	0	0	1	1%	1	1%	1	1%
Port Kembla	2	6%	0	0	0	0	0	0	0	0	0	0
Port of Eden	0	0	0	0	0	0	0	0	0	0	0	0
Port of Yamba	0	0	1	17%	0	0	0	0	0	0	0	0

1. Rate of employee hires is the number of hires during the reporting period divided by the total number of employees (by region) at the end of the reporting period.

Employee turnover during the reporting period by age group, gender and region (GRI 401-1)

	Under 30 years old				30-50 years old				Over 50 years old			
	Female		Male		Female		Male		Female		Male	
	No.	Rate ¹	No.	Rate ⁴	No.	Rate ¹	No.	Rate ¹	No.	Rate ¹	No.	Rate ¹
Bond One (Head Office)	1	1%	2	2%	4	4%	3	3%	4	4%	5	5%
Moore's Wharf	0	0	1	2%	1	2%	1	2%	0	0	2	4%
Port Botany	1	1%	1	1%	1	1%	2	2%	0	0	3	3%
Port of Newcastle	0	0	0	0	0	0	1	1%	0	0	2	3%
Port Kembla	0	0	0	0	0	0	0	0	0	0	2	6%
Port of Eden	0	0	0	0	0	0	0	0	0	0	0	0
Port of Yamba	0	0	0	0	0	0	0	0	0	0	0	0

1. Rate of employee turnover is the number of employees who left the organisation during the reporting period divided by the total number of employees (by region) at the end of the reporting period.

Parental leave (GRI 401-3)

Total employees who took parental leave during the reporting period	Female	6
	Male	13
Total employees who returned to work during the reporting period after parental leave ended	Female	6
	Male	13
Total number of employees who returned to work after parental leave ended that were still employed 12 months after their return to work	Female	5
	Male	13
Rate of return	Female	100%
	Male	100%
Retention rate	Female	83.3%
	Male	100%

Data summary continued

Workplace Health and Safety (WHS) performance (with reference to GRI 403-9 and GRI 403-10)

Indicator	FY24	FY25
Serious injuries	0	0
Workers compensation claims – physical	6	13
Workers compensation claims – psychological	2	4
Dangerous incidents	0	0
High potential near misses	0	4
Incidents and hazards reported ¹	452	337
Prosecutions ²	0	0
Notifiable incidents ²	0	4
Workplace inspections	240	287
Percentage of planned WHS meetings held	100%	100%

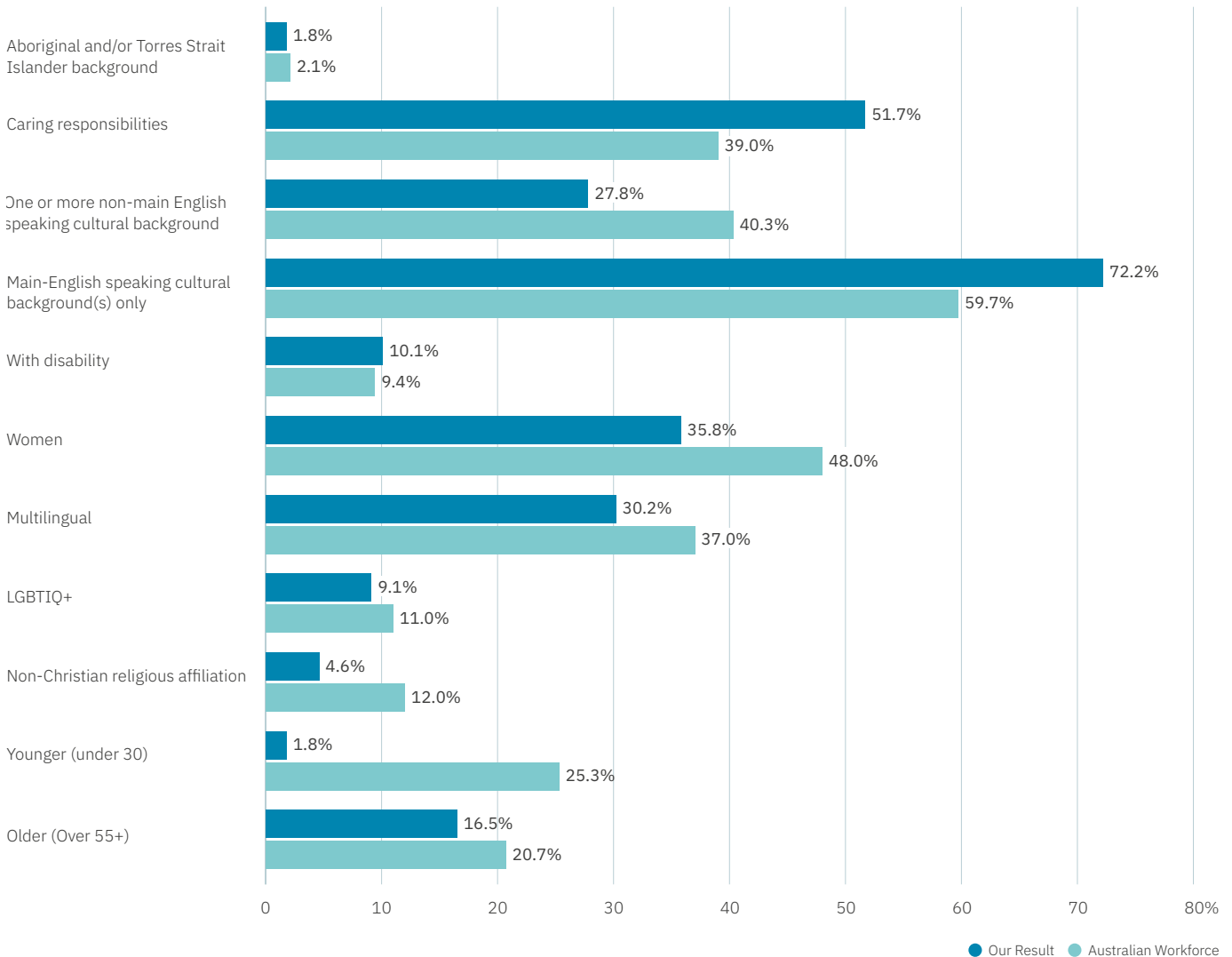
Note: There were no fatalities recorded.

1. Includes reports from pilots of safety deficiencies onboard piloted ships.

2. A combination of SafeWork NSW and AMSA regulatory requirements.

FY25 Inclusive Employer Index Survey

Port Authority’s diversity snapshot (with reference to GRI 405-1)



Note: In FY25, 109 employees completed the survey.

Planet

Energy consumption within the organisation in GJ (GRI 302-1)

Energy type	FY24	FY25
Diesel	25,971	25,980
Unleaded petrol	5,037	4,845
Ethanol	11	10
Natural gas	1,658	1,257
Onsite solar	0	130
Electricity – Large Sites (Flow Power PPA)	12,521	12,869
Electricity – Small Sites (Origin NSW Government Contract)	779	780
Total¹	45,977	45,871

1. Data has generally been rounded to the nearest whole number herein for clarity. Totals are calculated using more precise figures; therefore, the sums of the presented data may not equal the stated totals due to rounding.

Direct (Scope 1) greenhouse gas emissions in tCO₂e (GRI 305-1)¹

Emissions source	CY19 (Baseline)	FY24	FY25
Stationary fuels	134	85	65
Vehicle fleet transport fuels	114	119	110
Vessel fleet transport fuels	2,021	2,049	2,046
Refrigerant leakages	287	285	232
Total²	2,557	2,539	2,452

1. In addition to the reclassification of helicopter fuels from Scope 1 to Scope 3 following an assessment of operational control over this activity, other minor adjustments to the CY19 (baseline) and FY24 figures published in our Annual Report 2024-25 were made this year due to improvements in data quality.
 2. Data has generally been rounded to the nearest whole number herein for clarity. Totals are calculated using more precise figures; therefore, the sums of the presented data may not equal the stated totals due to rounding.

Total direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions in tCO₂e (GRI 305-1, GRI 305-2)¹

Emissions source	CY19 (Baseline)	FY24	FY25
Scope 1	2,557	2,539	2,452
Scope 2 (market-based approach)	2,669	688	0
Scope 2 (location-based approach)	2,889	2,512	2,502
Total² (Scope 1 + Scope 2 under the market-based approach)	5,226	3,227	2,452
Total² (Scope 1 + Scope 2 under the location-based approach)	5,446	5,051	4,954

1. In addition to the reclassification of helicopter fuels from Scope 1 to Scope 3 following an assessment of operational control over this activity, other minor adjustments to the CY19 (baseline) and FY24 figures published in our Annual Report 2024-25 were made this year due to improvements in data quality.
 2. Data has generally been rounded to the nearest whole number herein for clarity. Totals are calculated using more precise figures; therefore, the sums of the presented data may not equal the stated totals due to rounding.

Data summary continued

Bays port ship noise compliance statistics (with reference to GRI 413-2)

Ship Type	Number of Ships Monitored	Number of Ships Compliant	Compliance Rate
Bulk and non-cruise ships	56	54	96%
Cruise ships	71	71	100%
Total	127	125	98%

Waste generated, diverted from disposal and directed to disposal in tonnes (GRI 306-3, GRI 306-4 and GRI 306-5)

	Waste type	FY24	FY25
Waste generated and directed to disposal	General waste dry	239.749	142.54
	General waste wet	66.955	213.123
	Oily rags	1.928	0
	E-waste	0	0.123
Waste generated and diverted from disposal	Comingle containers	69.891	55.481
	Confidential paper	0	0.017
	Food waste / organics recycling	27.746	21.858
	Medical waste	0	0.024
	Metal recycling	0	4.38
	Glass recycling	15.701	0
	Paper and cardboard	53.457	47.357
	Sewerage	4.000	8.2
	Repurposed e-waste	0	0.270
Total waste generated		479.427	493.373
Percentage of waste diverted from disposal		35.62%	27.89%

Port Authority's Heritage and Conservation Register

Item name	State Heritage Inventory Number	State Heritage Register Number	Location	Assessed Significance
Bay Class Bronze Propeller	4560061		White Bay Cruise Terminal, Robert Street Balmain	Local
Blues Point Light Structure	4560034		Blues Point Reserve, McMahons Point	Local
Bradleys Head Lighthouse	4560001	01430	Bradleys Head, Mosman	State
Camp Cove Tide Gauge	4560010		Brotherson House, Port Botany	State
Chance Brothers Lens	4560032		4 Towns Place, Millers Point (Moore's Wharf)	Local
Dawes Point Fog Signal and Navigation Light	4560029		Hickson Road, Dawes Point	Local
Eastern Channel Lighthouse	4560031		South End Eastern Channel, Sydney Harbour	State
Eastern Channel Front Lead	4560003		80 Wentworth Road (corner Fitzwilliam Rd), Vaucluse	State
Eastern Channel Rear Lead	4560007		12A Wentworth Avenue, Vaucluse	State
Eden Harbour Master's Telescope and Barometer	4560063		Harbour Masters Office, Eden Welcome Centre, Snug Cove	Local
Glebe Island Bridge Approach	4560015	01914	Glebe Island, Rozelle	State
Glebe Island Dyke Exposures	4560056		Solomons Way, Glebe Island, Rozelle	Local
Glebe Island Plaque – Opening of Container Terminal	4560013		Monument Lookout, Glebe Island, Rozelle	Local
Glebe Island Sandstone Quarry Sample	4560014		Monument Lookout, Glebe Island, Rozelle	Local
Glebe Island Silos	4560016		Glebe Island, Rozelle	State
Glebe Island World War II Monument	4560012		Monument Lookout, Glebe Island, Rozelle	Local
Grotto Point Lighthouse – Front Lead	4560006		Lighthouse Track, Balgowlah Heights	State
Henry Head Lighthouse	4560009	01918	Henry Head, Botany Bay National Park	State
Hornby Lighthouse	4560002	02071	Inner South Head, Watsons Bay	State
Macquarie Pier (including sandstone retaining wall and steps)	3930015	01674	Nobbys Road, Newcastle East	State
Maritime Services Board Autograph Book	4560059		Port Authority of NSW Corporate Office	Local
Moore's Wharf Building	4560018		4 Towns Place, Millers Point	State
Nobbys Headland	2170241	01674	Nobbys Road, Newcastle East	State

Data summary continued

Item name	State Heritage Inventory Number	State Heritage Register Number	Location	Assessed Significance
Obelisk Bay Obelisks (Front and Rear Leads)	4560028	00999	Middle Head, Mosman	State
Overseas Passenger Terminal	4560023		Circular Quay, Sydney	Local
Overseas Passenger Terminal – Mural	4560024		Circular Quay, Sydney	Local
Port Botany Old Government Wharf Remains	4560021		Port Botany, Banksmeadow	Local
Robertsons Point Lighthouse	4560004		Cremorne Reserve, Cremorne Point	State
Shark Island Lighthouse	4560008		Off Northern End of Shark Island, Shark Island, Port Jackson	State
Stone Boat Harbour (Relic)	2170258	01674	100 Wharf Rd, Newcastle East	State
Sydney Cove West Archaeological Precinct	4560025	01860	112-156 George Street, The Rocks	State
The Spit Lighthouse – Rear Lead	4560030		53B Parriwi Road, The Spit	State
Timber Cabinet 1, Enfield	4560058		Glebe Island Storage Shed	Local
Timber Cabinet 2, Enfield	4560057		Glebe Island Storage Shed	Local
Two Mooring Anchors	5063342		4 Towns Place, Millers Point (Moore's Wharf)	Local
Western Channel Lighthouse	4560005		Southwest End Western Channel, Sydney Harbour	State
White Bay Power Station (Inlet) Canal	4560062		Robert Street, Rozelle	State
White Bay Power Station (Outlet) Canal	4560026		Victoria Road, Rozelle	State
Fort Denison Fog Bell	6002777 (provisional)	00985	Fort Denison, Sydney Harbour	State
Fort Denison Tide Gauge	6002778 (provisional)	00985	Fort Denison, Sydney Harbour	State
Fort Denison Lighthouse	6002779 (provisional)	00985	Fort Denison, Sydney Harbour	State

FY25 emergency incidents across NSW:

223

Pollution incidents

45

emergency towage and vessel assists

28

booming operations

9

firefighting operations

Prosperity

Commercial vessel visits (trade and cruise) to ports in NSW¹

	FY24	FY25	Variance
Sydney Harbour ²	878	805	(8%)
Port Botany	1,621	1,566	(3%)
Port of Newcastle	2,252	2,246	0%
Port Kembla	718	808	13%
Port of Eden	74	65	(12%)
Port of Yamba	44	40	(9%)
Total	5,587	5,530	(1%)

Commercial vessel visits (trade and cruise) to NSW by port and month: FY25³

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Sydney Harbour ⁴	42	45	44	77	93	108	90	83	67	51	51	54
Port Botany	125	142	130	135	138	133	133	124	113	131	136	126
Port of Newcastle	172	215	173	191	197	220	182	178	194	172	137	215
Port Kembla	54	73	63	72	63	61	65	64	68	74	77	74
Port of Eden	2	1	1	2	5	13	12	13	10	4	1	1
Port of Yamba	6	0	3	2	5	6	5	0	1	2	2	8
Total	401	476	414	479	501	541	487	462	453	434	404	478

Trade vessel visits to NSW by port⁵

	FY24	FY25	Variance
Sydney Harbour ⁶	571	530	(7%)
Port Botany	1,621	1,566	(3%)
Port of Newcastle	2,234	2,237	0%
Port Kembla	718	808	13%
Port of Eden	33	40	21%
Port of Yamba	44	40	(9%)
Total	5,221	5,221	0%

Commercial vessel visits (trade and cruise) to Bays Port⁷

	FY24	FY25	Variance
Glebe Island	63	68	8%
White Bay	337	301	(11%)
Total	400	369	(8%)

1. Includes visits to Port Authority's berths and privately owned terminals.
2. Includes commercial and service provider vessels (such as bunker vessel ICS Reliance).
3. Includes visits to Port Authority's berths and privately owned terminals.
4. Includes commercial and service provider vessels (such as bunker vessel ICS Reliance).
5. Includes visits to Port Authority's berths and privately owned terminals.
6. Includes commercial and service provider vessels (such as bunker vessel ICS Reliance).
7. Includes commercial and service provider vessels (such as bunker vessel ICS Reliance), and passenger vessels.

Data summary continued

Cruise ship visits to NSW by port

	FY24	FY25	Variance
Sydney Harbour	307	275	(10%)
Port of Newcastle	18	9	(50%)
Port of Eden	41	25	(39%)
Total	366	309	(16%)

Cruise ship visits to Sydney Harbour by terminal

	FY24	FY25	Variance
Overseas Passenger Terminal	192	196	2%
White Bay ¹	98	69	(30%)
Other	17	10	(41%)
Total	307	275	(10%)

Pilotage movements – FY25

	Pilotage movements ²
Sydney Harbour	850
Port Botany	3,006
Port of Newcastle	4,543
Port Kembla	1,632
Port of Eden	90
Port of Yamba	77
Total	10,198

	Advance notifications received	Vessels carrying DG	Total quantity of DG (tonne)
Port Botany	176,229	1,479	13,475,646
Sydney Harbour	572	126	3,562,887
Port of Newcastle	225	126	3,377,141
Port Kembla	45	24	335,787
Port of Eden	27	9	172
Total	177,098	1,764	20,751,633

FY25 hydrographic surveys

186 Port safety surveys (PSOL areas):



4 whole of Port surveys:



1. Includes visits to both the WBCT and White Bay.

2. Pilotage movements include vessel arrivals and departures and vessel movements within port.

Port Authority vessels by name and function (during 1 July 2024 to 30 June 2025)

Precinct	Vessel Name	Vessel Function	
Pilot Vessels			
1	Sydney Harbour and Port Botany	PV Sever	Pilotage
2	Sydney Harbour and Port Botany	PV Sharp	Pilotage
3	Sydney Harbour and Port Botany	PV Sinclair	Pilotage
4	Sydney Harbour and Port Botany	PV Yanaga	Pilotage
5	Port of Newcastle	Henry Newton	Pilotage
6	Port of Newcastle	Governor King	Pilotage
7	Port of Newcastle	PT1	Pilotage transfers
8	Port Kembla	Kestrel	Pilotage
9	Port Kembla	Shearwater	Pilotage
10	Port of Yamba	Alvina III	In-harbour transfers, emergency response
Marine Operations Vessels			
11	Sydney Harbour and Port Botany	Burra	Multi-purpose with firefighting capabilities
12	Sydney Harbour and Port Botany	Girawaa	Multi-purpose with firefighting capabilities
13	Sydney Harbour and Port Botany	Manns Point	Crane operations, oil spill response
14	Sydney Harbour and Port Botany	Response II	In-harbour transfers, emergency response
15	Sydney Harbour and Port Botany	Millers Point	In-harbour transfers, emergency response
16	Sydney Harbour and Port Botany	FRV2	Oil spill response, crane operations
17	Sydney Harbour and Port Botany	OSV Banks	Oil spill response
18	Sydney Harbour and Port Botany	OSV Denison	Oil spill response
19	Sydney Harbour and Port Botany	River Truck 1	Oil spill response
20	Sydney Harbour and Port Botany	River Truck 2	Oil spill response
21	Sydney Harbour and Port Botany	River Truck 3	Oil spill response
22	Port of Newcastle	RV3 Punt	Marine operations
23	Port of Newcastle	Riverkeeper	Oil spill response
24	Port of Newcastle	RV1	Marine operations
25	Port Kembla	Dinghy (flat bottom)	Marine operations, emergency response
26	Port Kembla	Elourie	Marine operations, emergency response
27	Port of Eden	Eden Vessel	Marine operations, emergency response
28	Port of Yamba	Work Punt	Marine operations, response vessel
Survey Vessels			
29	Statewide	Brian Cecil	Survey work, pilotage transfer
30	Sydney Harbour and Port Botany	Botany Punt	Survey work, shallow water inspections
31	Sydney Harbour and Port Botany	Port Explorer	Survey work

Aids to Navigation (AtoNs) owned by Port Authority

Port	Floating buoys	Fixed structures	Lighthouses	Total
Sydney Harbour	9	56	11	76
Port Botany	13	52	1	66
Port of Newcastle ¹	0	0	0	0
Port Kembla	5	23	0	28
Port of Eden	2	12	0	14
Port of Yamba	14	30	0	44
Total	43	173	12	228

1. Port of Newcastle Operations Pty Limited is responsible for AtoNs in Port of Newcastle.

Data summary continued

Partnerships

Membership associations (GRI 2-28)

Sustainability

Blue Visby Consortium

Green Marine

NSW Sustainability Advantage Program

ACON Health

Criteria Australia

Diversity Council of Australia

Maritime & Industry

Australasian Marine Pilots Institute

Nautical Institute

Australian Cruise Association

Cruise Line International Association

Infrastructure Partnerships Australia

Property Council of Australia

Business Sydney

Hunter First

Illawarra First

Business Hunter

Port Kembla Business Chamber

Ports Australia

The World Association for Waterborne Transport Infrastructure (PIANC)

Association Internationale Villes et Ports

Tourism and Transport Forum

Shore Power Working Groups and Committees

Standards Australia: EL-071 (Electrical installations for ships and mobile and fixed offshore units) Technical Committee: Chair

IEC/ISO/IEEE Joint Working Group (JWG) 28 (Maritime utility connections - IEC/IEEE 80005): Australian representative for the national committee

European Commission - European Sustainable Shipping Forum (ESSF) - Sustainable Alternative Power for Shipping (SAPS) Workstream on Offshore Power Supply (OPS): Member

2025 Community Grants Program Recipients (GRI 203-1) – Port Authority’s total funding: \$47,994

North Coast – Total Funding: \$16,104

Organisation	Project
Swimming NSW	Free youth swimming clinics across the Newcastle and Yamba, promoting swimming as a vital life skill while fostering coaching development and community engagement across different backgrounds and abilities.
Marine Rescue Newcastle	New Forward Looking Infrared (FLIR) equipment for their rescue vessel to enhance the detection of individuals in the water, especially during night-time operations.
Making Waves Foundation	Sailing program on Newcastle harbour empowering disadvantaged and disabled youth through maritime skills, teamwork, and confidence-building.

Sydney – Total Funding: \$15,890

Organisation	Project
Reverse Garbage	Creative workshops using reclaimed materials to educate school students and the wider community about marine litter and the impact on local ecosystems.
Volunteer Marine Rescue Botany Port Hacking	Purchase of a simulated radio console to train and assess new volunteers in radio operations, improving emergency response capabilities that local and visiting recreational boaters rely upon.
Making Waves Foundation	Workshops for at-risk youth who are coached and mentored as they undertake trade-based boat-building projects to gain workplace experience and maritime skills.

South Coast – Total Funding: \$16,000

Organisation	Project
Goats Creek Longboarders Inc	Surfing and wellness program promoting community wellbeing and environmental advocacy. Engaging a diverse Port Kembla community including youth, retirees, and environmental groups.
Port Kembla Chamber of Commerce	Installation of Automated External Defibrillators in high-traffic areas of the Port Kembla community to provide life-saving equipment for port users, beachgoers and visitors.
Eden Whale Festival	Supporting Eden’s premier annual festival, celebrating marine life and community spirit with up to 10,000 attendees taking place 3-5 October 2025.

2025 Seafarer Welfare Fund Recipients (GRI 203-1) – Port Authority’s total funding: \$300,000

Port Botany and Sydney Harbour

Organisation	Project
Mission to Seafarers Sydney NSW Welfare Foundation	Funding for a part-time chaplain to expand ship visits and psychosocial support
Mission to Seafarers Sydney NSW Welfare Foundation	Hiring a bus driver to increase chaplain face-to-face time with seafarers
Mission to Seafarers Sydney NSW Welfare Foundation	Operational expenses to sustain services and facilities for seafarers
Apostleship of the Sea, Sydney / Stella Maris	Opal cards for transport, amenities, and gifts for seafarers

Newcastle Harbour

Organisation	Project
Hunter Workers Rehabilitation and Counselling Service	Operational support to deliver free counselling services for seafarers assisting their mental health and wellbeing.
Mission to Seafarers Newcastle	Operational support to provide land-based welfare, facilitate shore leave, access to medical facilities and provide psychosocial wellness and support to seafarers.

Port of Eden

Organisation	Project
Mission to Seafarers Eden	Operational expenses and bus replacement for crew transport and welfare services

Port Kembla

Organisation	Project
Mission to Seafarers Port Kembla	Operational costs, staffing (chaplains, drivers), mental wellness programs

GRI content index

Statement of Use: Port Authority has reported the information cited in this GRI Content Index for the period from 1 July 2024 to 30 June 2025 with reference to the GRI Standards.

GRI Standard	Disclosure	Location and/or Comment
GRI 1: Foundation		
GRI Used	GRI 1: Foundation 2021	N/A
GRI 2: General Disclosures		
The organisation and its reporting practices	2-1 Organisational details	About
	2-2 Entities included in the organisation's sustainability reporting	About
	2-3 Reporting period, frequency and contact point	Reporting Period, Frequency and Contact Point
	2-4 Restatements of information	N/A – This is the first Sustainability Report published by Port Authority with reference to the GRI Standards.
	2-5 External assurance	This Report has not been externally assured. Port Authority used its own internal controls for the preparation of this Report. Jacobs Group (Australia) Pty Ltd assisted in quantifying the data related to our greenhouse gas emissions. The waste data presented in this report was calculated based on information provided by our waste management contractors (Veolia Recycling & Recovery Pty Ltd and EraseIT Pty Ltd).
Activities and workers	2-6 Activities, value chain and other business relationships	Our Operations
	2-7 Employees	Data Summary – People
Governance	2-9 Governance structure and composition	Our Sustainability Approach – Sustainability Governance For more information about Port Authority's governance structure, including the composition of Port Authority's Board and its committees, visit our website and read our Annual Report 2024-25.
	2-10 Nomination and selection of the highest governance body	Our Sustainability Approach – Sustainability Governance For more information about Port Authority's governance structure, including the composition of Port Authority's highest governance body Board and its committees, visit our website and read our Annual Report 2024-25.
	2-11 Chair of the highest governance body	Our Sustainability Approach – Sustainability Governance For more information about Port Authority's governance structure, including the composition of Port Authority's Board and its committees, visit our website and read our Annual Report 2024-25.
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Sustainability Approach – Sustainability Governance For more information about Port Authority's governance structure, including the composition of Port Authority's Board and its committees, visit our website and read our Annual Report 2024-25.
	2-13 Delegation of responsibility for managing impacts	Our Sustainability Approach – Sustainability Governance For more information about Port Authority's governance structure, including the composition of Port Authority's Board and its committees, visit our website and read our Annual Report 2024-25.
	2-14 Role of the highest governance body in sustainability reporting	Our Sustainability Approach – Sustainability Governance For more information about Port Authority's governance structure, including the composition of Port Authority's Board and its committees, visit our website and read our Annual Report 2024-25. The Sustainability Report is presented to and approved by the Board.

GRI Standard	Disclosure	Location and/or Comment
Governance continued	2-15 Conflicts of interest	Port Authority maintains a register which records any interests of Directors that may potentially conflict with their duties as a Director of Port Authority, including other board positions. Directors are required to update this register on an ongoing basis as circumstances change. In relation to specific Board decisions, the Board complies with Clause 2, Schedule 10 of the <i>State Owned Corporations Act 1989</i> (NSW). A Director cannot take part in discussions or vote on a matter in which that Director has a material personal interest, unless the Board resolves that the interest does not disqualify the Director. There have been no related-party transactions between Port Authority and any Director during FY25.
	2-16 Communication of critical concerns	Critical concerns are communicated to the Port Authority's Board via the CEO, in a timely manner. Port Authority also maintains a register of community complaints and complaints of a serious nature are elevated to the CEO and Board as appropriate.
	2-17 Collective knowledge of the highest governance body	Our Board regularly receives updates and management briefings on sustainability and ESG-related issues. The Board is well positioned to oversee Port Authority's sustainability risks and opportunities and remains actively engaged in this area through the review and approval of Board papers on relevant policies matters.
	2-18 Evaluation of the performance of the highest governance body	For more information about the processes for evaluating the performance of Port Authority's Board, read our Annual Report 2024-25.
	2-19 Remuneration policies	For more information about the remuneration policies for our Board members and executives, read our Annual Report 2024-25.
Strategy, policies and practices	2-22 Statement on sustainable development strategy	Message from Leadership
	2-23 Policy commitments	Our Sustainability Approach – Our Sustainability Governance People – Governance and Integrity Planet – Environmental Community and Impacts
	2-24 Embedding policy commitments	Our Sustainability Approach – Our Sustainability Governance People – Governance and Integrity Planet – Environmental Community and Impacts
	2-25 Processes to remediate negative impacts	People – Health and Wellbeing People – Governance and Integrity Planet – Environmental and Community Impacts Partnership – Community Responsibility
	2-26 Mechanisms for seeking advice and raising concerns	People – Governance and Integrity
	2-28 Membership associations	Data Summary – Partnerships
Stakeholder engagement	2-29 Approach to stakeholder engagement	Partnerships – Community Responsibility Partnerships – Customers and Stakeholders Partnerships – Advocacy, Research and Industry Partnerships
	2-30 Collective bargaining agreements	Port Authority employed 387 employees (including casuals) as at 30 June 2025, which included 310 employed under four Enterprise Agreements, plus 76 on individual employment contracts. Each agreement is collectively bargained with the respective workforce, and contracts have conditions locally negotiated. All salaries fall under the control of the NSW Government Wages Policy as it is amended from time to time.

GRI content index continued

GRI Standard	Disclosure	Location and/or Comment
GRI 3: Material Topics 2021		
Disclosures on material topics	3-1 Process to determine material topics	Our Sustainability Approach – Our Material Topics
	3-2 List of material topics	Our Sustainability Approach – Our Material Topics
	3-3 Management of material topics	Our Sustainability Approach – Our Material Topics
GRI 200: Economic Standards		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Prosperity – Economic Performance Data – Summary Prosperity For more information about our financial performance, read our Annual Report 2024-25.
	201-2 Financial implications and other risks and opportunities due to climate change	Planet – Climate Change
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Port Authority's general workplace protections and employment terms and conditions comply with the <i>Fair Work Act 2009</i> (Cth). All employees are paid above the minimum wage.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Prosperity – Assets and Infrastructure Data Summary – Partnerships
	203-2 Significant indirect economic impacts	Prosperity – Economic Performance
GRI 100 and GRI 300: Environmental Standards		
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Planet – Nature Planet – Environmental Community and Impacts
	101-2 Management of biodiversity impacts	Planet – Nature Planet – Environmental Community and Impacts
	101-3 Access and benefit-sharing	N/A: Port Authority is not an organisation that uses genetic resources to conduct research and development on the genetic or biochemical composition of resources, nor does it use traditional knowledge associated with genetic resources.
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Data Summary – Planet
	302-4 Reduction of energy consumption	Data Summary – Planet Energy consumption for FY25 was compared against FY24.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Planet – Environmental and Community Impacts
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Planet – Climate Change Data Summary – Planet
	305-2 Energy indirect (Scope 2) GHG emissions	Planet – Climate Change Data Summary – Planet
	305-3 Other indirect (Scope 3) GHG emissions	Planet – Climate Change
	305-5 Reduction of GHG emissions	Planet – Climate Change Data Summary – Planet



GRI Standard	Disclosure	Location and/or Comment
GRI 306: Effluents and Waste 2016	306-3 Significant spills	No significant spills were included in our financial statements for FY25.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Planet – Environmental and Community Impacts
	306-2 Management of significant waste-related impacts	Planet – Environmental and Community Impacts
	306-3 Waste generated	Data Summary – Planet
	306-4 Waste diverted from disposal	Data Summary – Planet
	306-5 Waste directed to disposal	Data Summary – Planet
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	All new suppliers are screened for environmental risks following Port Authority's Procurement Procedures, with requirements for environmental management and compliance. If negative environmental impacts are identified, actions such as audits, improvement plans or ongoing monitoring are implemented to address and mitigate these impacts.
GRI 400: Social Standards		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Data Summary – People
	401-3 Parental leave	Data Summary – People All employees, except casuals, are entitled to the same parental leave entitlement after completing 40 weeks.
GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	There is no definitive minimum number of weeks' notice provided to staff before significant changes occur in the workplace. Port Authority has clauses relating to major change in their Enterprise Agreements across all ports that ensure the business notifies relevant employees and unions of any decision to introduce a major change. This includes the introduction of the change, the effect the change is likely to have and measures the business is taking to mitigate the adverse effect of the change on employees. Port Authority will provide a reasonable opportunity for employees and the unions to raise any matter they want considered in relation to the change, and this must be considered before finalising any change.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	People – Workplace Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	People – Workplace Health and Safety
	403-3 Occupational health services	People – Workplace Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	People – Workplace Health and Safety
	403-5 Worker training on occupational health and safety	People – Workplace Health and Safety
	403-6 Promotion of worker health	People – Workplace Health and Safety People – Health and Wellbeing
	403-8 Workers covered by an occupational health and safety management system	People – Workplace Health and Safety
	403-9 Work-related injuries	People – Workplace Health and Safety
	403-10 Work-related ill health	People – Workplace Health and Safety

GRI content index continued

GRI Standard	Disclosure	Location and/or Comment
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	People – Employee Engagement and Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Data Summary – People
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Collective bargaining and freedom of association is protected by law and the Fair Work Commission in NSW.
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	People – Governance and Integrity Read our Modern Slavery Statement on our website.
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	People – Governance and Integrity Read our Modern Slavery Statement on our website.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	There were no incidents in the reporting period.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Planet – Environmental and Community Impacts Partnerships – Community Responsibility
	413-2 Operations with significant actual and potential negative impacts on local communities	Planet – Environmental and Community Impacts Partnerships – Community Responsibility



Credits

Consolidation of information, writing and editing

Appointed internal Subject Matter Experts (SMEs) and Port Authority’s Environment, Planning & Sustainability (EP&S) Team.

We thank all employees who contributed to the production of this report:

Aiden Khamphet | Amy Beaumont | Catherine Blaine | Chantal McNamara | Charmaine Coglan | Chris Murray | Christa Sams | Colleen Elcham | Dan O’Connell | Dirk Ovenden | Dora Moga | Emma Moxon | Fiona Mckay | Francica Alvarez | Gabrielle Last | Garry Voutos | Georgia Dersch | Georgia Koutsandrea | Guy Elliott | Helen Videnovic | Ian Chilton | Ian Hutcheson | Isabel Wong | James Abbott | Jessica Looi | John Finch | Jonty Kingham | Kristie Langley-Gliddon | Larissa Shashkof | Leanne Thomas | Leisa Grills | Lisa Francis | Martin Bidgood | Matthew Butt | Mick Nguyen | Miguel Frohlich | Niklas Power | Nerida Green | Nezhdeh Ohanian | Noel Quinn | Regina Abood | Ross Langbein | Ryan Bennett | Salomon Kloppers | Sunny Kapoor | Toby Israel | Vanessa Gregory | Vivian Juan-Vega

Layout and graphic production

[designdavey](#)

Photographs

Port Authority’s own collection.

Final review

Port Authority’s executive team

Final approval

Port Authority’s board

Port Authority of NSW

PO Box 25

Millers Point NSW 2000

E enquiries@portauthoritiesw.com.au

W portauthoritiesw.com.au

© Port Authority of NSW

