

# SUSTAINABILITY STRATEGY





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# MESSAGE FROM THE CEO

At NSW Ports, our vision is to sustainably manage and deliver essential trade infrastructure for the Australian economy and community. NSW Ports is a critical link in the nation's supply chains and manages the key trade gateways of Port Botany and Port Kembla.

Following successful implementation of the initiatives and targets from our preceding 2022 Sustainability Strategy, this 2025 Sustainability Strategy (covering financial years 2026 to 2028) prioritises initiatives that enable NSW Ports and our stakeholders to remain resilient and adapt in a world of change and increased uncertainty (geopolitical, social and environmental).

## OUR SUSTAINABILITY PRIORITIES FOCUS ON:

1. Championing environmental protection and decarbonisation.
2. Building supply chain and business resilience.
3. Fostering thriving communities and workplaces.
4. Stewarding sustainable trade growth.

## OUR APPROACH WILL EMPHASISE:

1. Continued delivery of existing sustainability initiatives.
2. Maintaining Net-Zero Scope 1 and 2 greenhouse gas emissions whilst engaging tenants on our Scope 3 emissions.
3. Enhancing resilience through cyber security controls and port disruption monitoring.
4. Strengthening sustainability requirements from port operators in procurement and port developments.
5. Developing and sharing stronger social impact indicators for our community engagement, sponsorships and partnerships to maximise positive outcomes.

This strategy ensures that sustainability remains a foundational element of our business and that of our stakeholders. It outlines our plan to invest in initiatives that drive long-term value creation, effectively manage risks, enhance resilience and promote responsible growth.

*Marika Calfas*





# ACKNOWLEDGEMENT OF COUNTRY

NSW Ports proudly acknowledges the many Aboriginal and Torres Strait Islander peoples who comprise the Traditional Custodians of the lands and waterways around our Sydney and Illawarra based operations.

We recognise their continuing connection to Country and value their unique cultural heritage, customs and spiritual beliefs. We pay our respects to their Elders past and present and extend this respect to all Aboriginal and Torres Strait Islander peoples.

## ARTIST STATEMENT:

Shane Youngberry is a Dharawal man belonging to the La Perouse Aboriginal community. He draws inspiration from local dreaming stories and local culture that has been passed on to him by his family and Elders. The artwork delivered to NSW Ports is a bespoke artwork that makes use of images of spirit ancestors and significant stories for Dharawal people.

The four circles represent the four sites of NSW Ports and the means by which we can travel to these sites – through the water and over the land. The stingrays (Girawaa), humpback whales (Buriburi) and jellyfish reflect the different vessels that travel to and from the ports. One of the Dharawal dreaming stories tells the story of the Buriburi looking for their Barangga (vessel) as they migrate up and down the coast.



# OUR BUSINESS

NSW Ports manages Port Botany, Port Kembla, the Cooks River Intermodal Terminal and the Enfield Intermodal Logistics Centre. NSW Ports is wholly owned by a consortium of leading institutional investors that is 80% owned by Australian superannuation funds representing over nine million Australians.



OUR OPERATIONS	FY24 TRADE DATA					
Vessel Visits <b>2,194</b> across both Port Botany and Port Kembla	Bulk Liquids and Gas <b>4.9M</b> (Mass Tonnes)	Bulk Agriculture <b>2.3M</b> (Mass Tonnes)	Containers <b>2.7M</b> (TEU)	Minerals <b>12.9M</b> (Mass Tonnes)	Construction Materials <b>2.0M</b> (Mass Tonnes)	Vehicles and Machinery <b>440K</b> (Units)

Strategic port development and planning

Shipping channel and berth depths maintenance

Landside precinct security and safety

Port infrastructure delivery and maintenance

Operating control of bulk liquid and common user berths

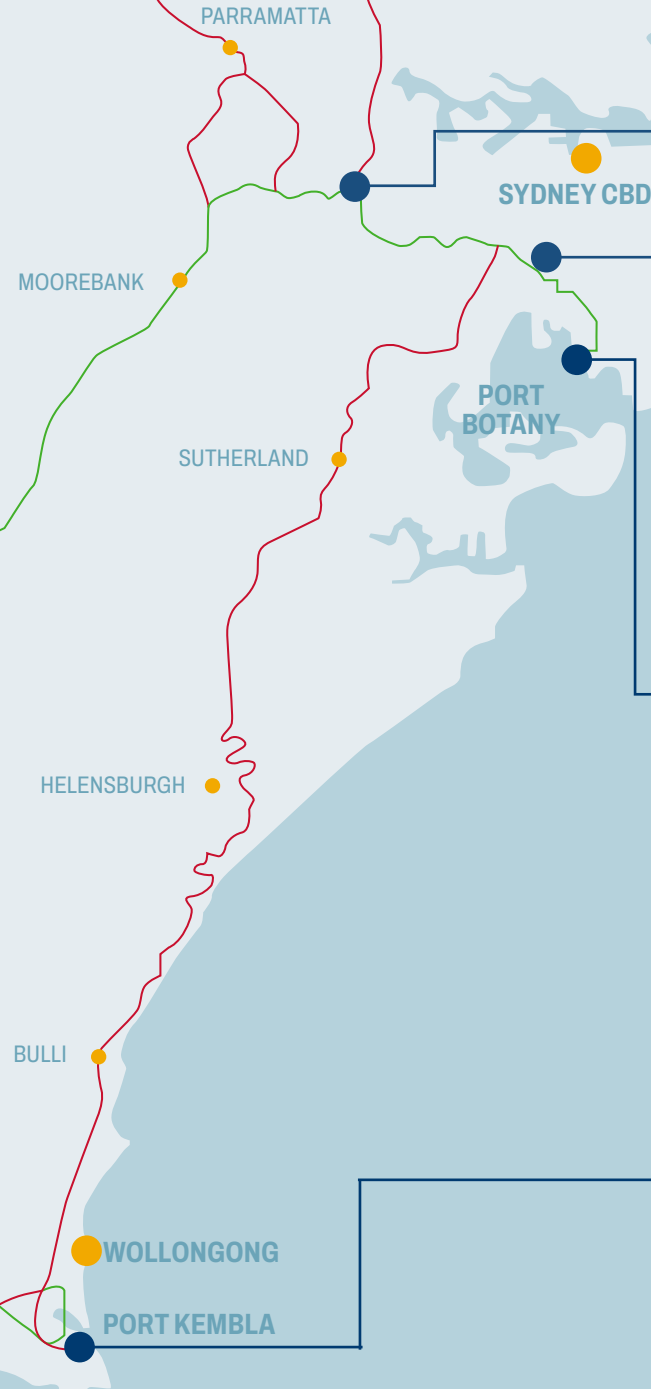
Tenant management

Management and maintenance of common road and rail access

# OUR ASSETS

Our ports connect people and businesses with goods and trade opportunities in a global marketplace.

- Shared freight and passenger rail
- Dedicated freight-only rail
- NSW Ports assets



## ENFIELD INTERMODAL LOGISTICS CENTRE

- Connected by dedicated freight-only rail to Port Botany.
- Rail connections to regional NSW.



## COOKS RIVER INTERMODAL TERMINAL

- Largest empty container storage facility in Australia.
- Connected by dedicated freight-only rail to Port Botany.



## PORT BOTANY

- NSW's container trade.
- One-third of NSW's fuel supply.
- Chemicals for domestic manufacturing.
- NSW's bitumen and LPG supply.



## PORT KEMBLA

- NSW's motor vehicle port.
- Bulk agricultural, construction, steel making and mining trade.
- Project cargo, including wind farm components.





## OUR CONTRIBUTION



**\$13.6bn**

annual contribution to NSW Gross State Product (2.2% of total GSP).



**42%**

of all goods in a Sydney household are imported in containers through Port Botany.



**64,570 JOBS**

supported by NSW Ports 52,270 in Sydney region 9,750 in the Illawarra 2,550 elsewhere in NSW.



**>90%**

of all import containers are delivered within 50km of Port Botany.

## OUR ACHIEVEMENTS

Key sustainability achievements from our 2022 Sustainability Strategy (covering financial years 2022 to 2025) were:



### 2063 MASTER PLAN PUBLISHED

detailing our 40-year Master Plan for Sustainable Growth.



### SCOPE 3 EMISSIONS REDUCTION ROADMAP COMPLETE

detailing what is required to reduce these greenhouse gas emissions.



### INCREASED CONTAINER FREIGHT MOVED BY RAIL

by >11% to and from Port Botany.



### NEW SUSTAINABLE DEVELOPMENT CODE

detailing requirements for developing on NSW Ports managed land sustainably.



### CLIMATE RISKS IDENTIFIED

and embedded in organisational risk registers (physical and transitional).



### LEADERSHIP DEVELOPMENT PROGRAMS IMPLEMENTED

for all employees.



### NET-ZERO SCOPE 1 AND 2 GHG EMISSIONS

achieved per our net zero roadmap.



### SUPPORTED 70+ COMMUNITY GROUPS

through our Community Grants Program since 2021 to deliver positive social, economic and environmental benefits.



### \$2.5M SEAFARER WELFARE FUND LAUNCHED

in 2024 to improve seafarer wellbeing in NSW over five years. A joint initiative with NSW Ports and the Port Authority of New South Wales.



### INCREASED ON-DOCK RAIL CAPACITY

at Port Botany with Patrick Terminals, the world's first automated container rail exchange in an AutoStrad terminal (winning five industry awards).



### NEW COMPLIANCE TRAINING

launched online including modules for all employees in modern slavery, anti-bullying and anti-harassment.

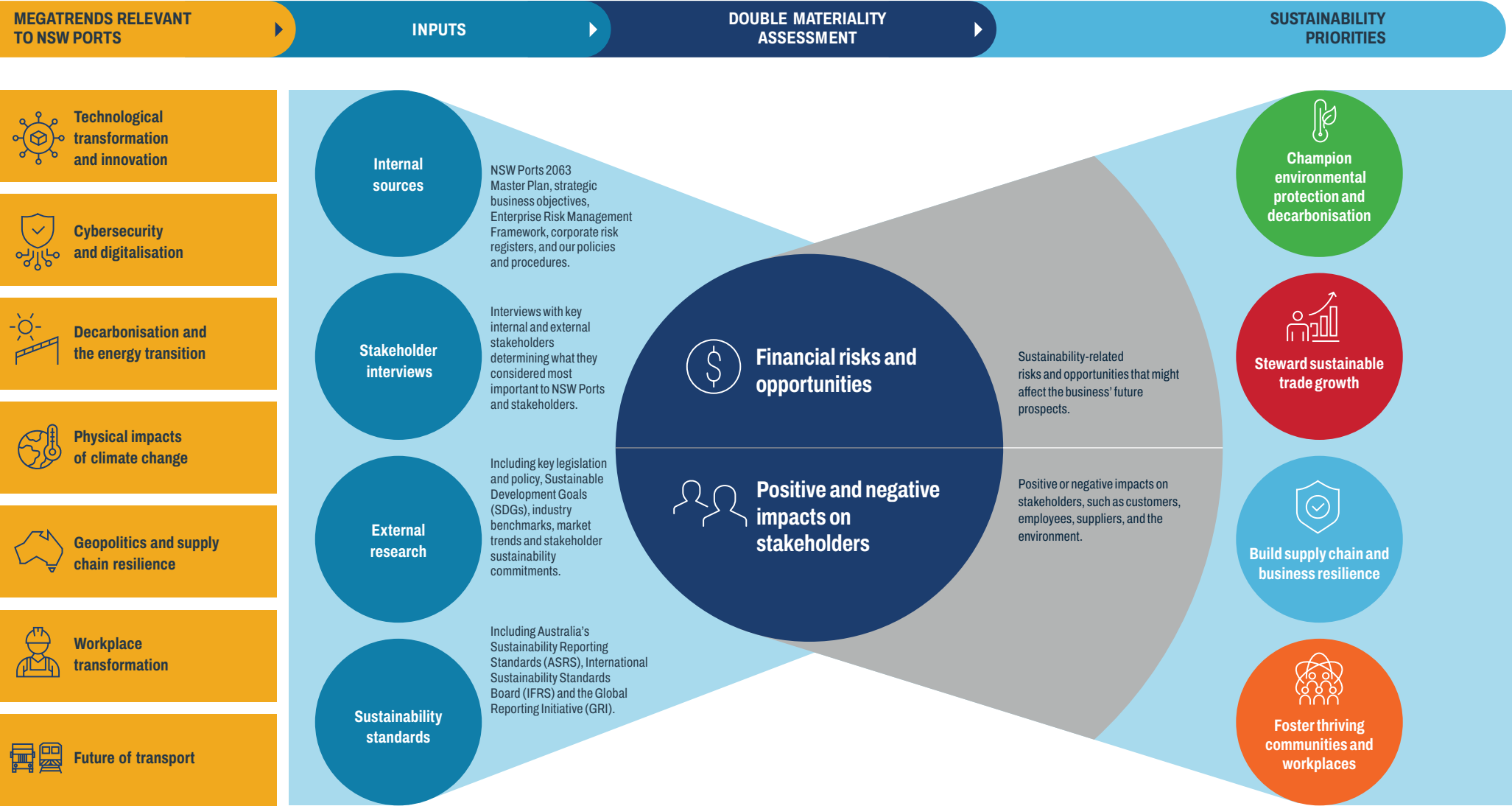


### EMPTY CONTAINER MANAGEMENT STRATEGY

implemented, including delivery of additional Empty Container Parks (ECPs) at Port Botany and introduction of an Empty Container Incentive Scheme (ECIS).

# 2025 SUSTAINABILITY STRATEGY DEVELOPMENT PROCESS

In developing our 2025 Sustainability Strategy, a double materiality assessment was performed to identify which environmental, social and governance issues are most important to the sustainability and resilience of NSW Ports and our stakeholders. From this we determined a set of sustainability priorities which form the foundation of this Strategy.





# 2025 SUSTAINABILITY STRATEGY

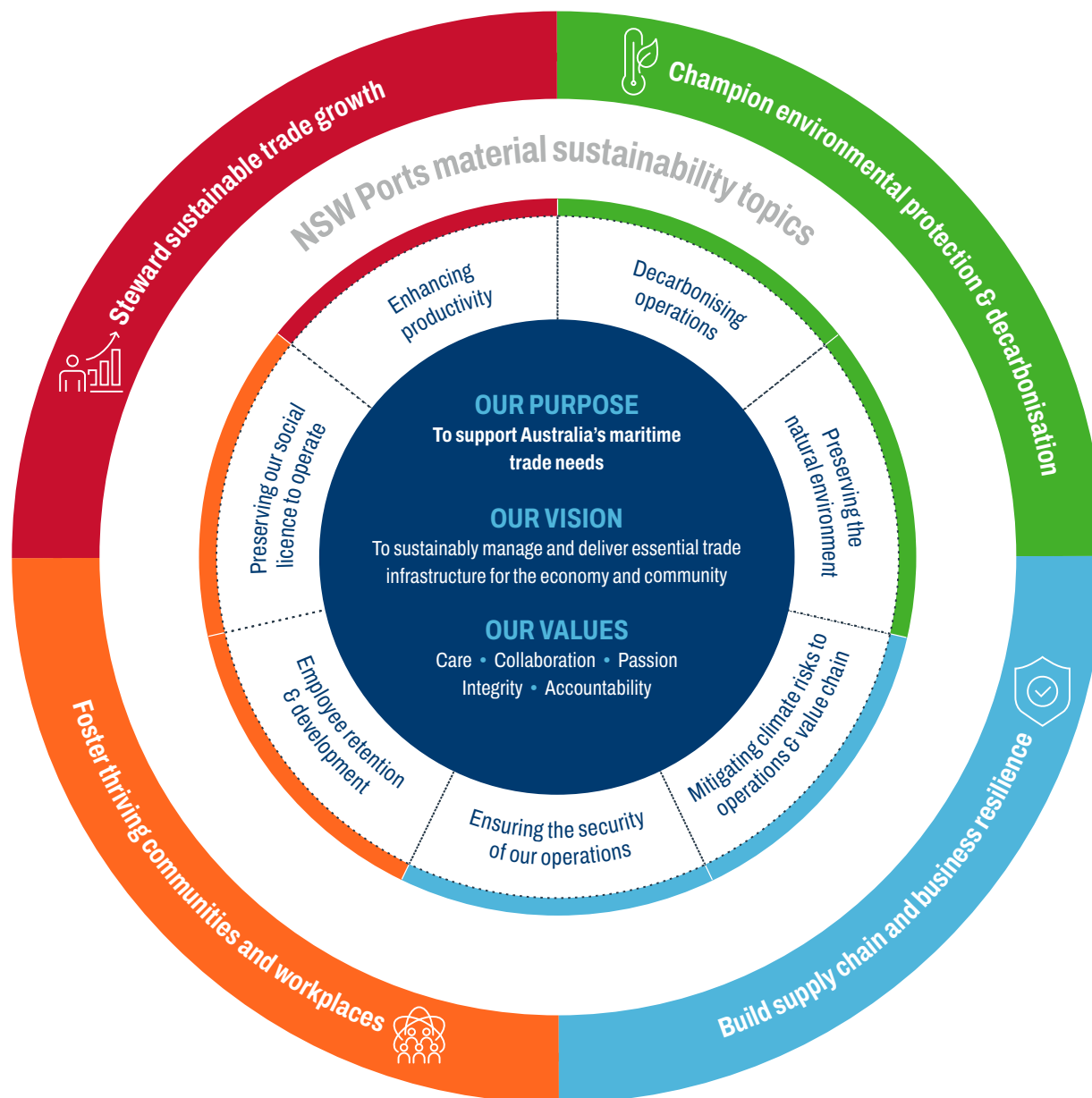
## OUR STRATEGIC SUSTAINABILITY PRIORITIES

NSW Ports' Sustainability Strategy identifies four strategic priorities, which directly link to our material topics identified in our double materiality assessment process. The graphic here describes the connection between our purpose, vision, values, material topics and strategic priorities.

The seven material topics in the middle layer of our diagram represent the most important risks and opportunities for us to focus on to ensure our business remains strongly competitive, highly resilient, responsible and adaptable.

The outer layer shows our four strategic priorities for this 2025 Sustainability Strategy and illustrates which material topics inform them.

We also considered how our strategy enables our business to contribute to the United Nations Sustainable Development Goals together with our corporate objectives.



## OUR PLAN

CHAMPION  
ENVIRONMENTAL  
PROTECTION AND  
DECARBONISATION



STEWARD  
SUSTAINABLE TRADE  
GROWTH



BUILD SUPPLY CHAIN  
AND BUSINESS  
RESILIENCE



FOSTER THRIVING  
COMMUNITIES AND  
WORKPLACES



# CHAMPION ENVIRONMENTAL PROTECTION AND DECARBONISATION

## OBJECTIVES

**We maintain our Net-Zero Scope 1 and 2 emissions status whilst encouraging tenants to reduce their emissions (our Scope 3).**

**We responsibly manage resources (water, waste, energy) to ensure optimal use, reduction and recycling/reclamation.**

**We actively protect the environment and biodiversity.**

## MATERIAL TOPIC – DECARBONISING OPERATIONS

### WHY IT'S IMPORTANT

As a critical node in the national economy, we are committed to managing our Scope 1 and 2 greenhouse gas emissions (GHG) in line with the Paris Agreement goal of limiting global warming to 1.5°C and working collaboratively with our suppliers and customers to reduce their emissions.

## CONTINUE

- Net-Zero Scope 1 and 2 GHG emissions.
- Investigating opportunities to transition residual fuel, currently offset (used for emergency response and tool of trade vehicles), to renewable sources.
- Annual reporting of Scope 1, 2 and 3 GHG emissions.
- Energy reduction initiatives across sites and projects – design and operation stages.
- Administration of renewable Power Purchase Agreements (PPAs) and Large-Scale Energy Generation Certificated (LGCs) retirement for renewable electricity generated from our solar power stations at the Enfield Intermodal Logistics Centre.
- Management of our electric vehicle fleet and supporting infrastructure.
- Engaging key stakeholders and port users on emissions management through our Sustainable Development Code, Supplier Code of Conduct and Procurement Procedure.

## DELIVER: STRATEGIC INITIATIVES

1. New developments in the port precinct to submit an assessment of opportunities to lower operational GHG emissions (e.g. fuel, electricity).
  - a. % of identified opportunities implemented.
2. Engage tenants on our Scope 3 GHG emissions and monitor progress against our Emissions Reduction Roadmap.
  - a. All key tenants engaged on our Scope 3 Emissions Reduction Roadmap to reduce their GHG emissions.
  - b. Progress achieved against GHG Emissions Reduction Roadmap.
3. Identify opportunities for additional renewable energy generation at our sites.
  - a. Schedule of potential opportunities developed.
4. Quantify the greenhouse gas emissions benefits of using freight rail transportation.

## SDG TARGET



## NSW PORTS CORPORATE OBJECTIVE

**OPERATIONS**  
Champion safe, resilient and efficient operations.





## OUR PLAN

CHAMPION ENVIRONMENTAL PROTECTION AND DECARBONISATION



STEWARD SUSTAINABLE TRADE GROWTH



BUILD SUPPLY CHAIN AND BUSINESS RESILIENCE



FOSTER THRIVING COMMUNITIES AND WORKPLACES



# CHAMPION ENVIRONMENTAL PROTECTION AND DECARBONISATION

(CONTINUED)

## MATERIAL TOPIC – PRESERVING THE NATURAL ENVIRONMENT

### WHY IT'S IMPORTANT

Ensuring the health of environmental assets and ecosystem services in both terrestrial and marine ecosystems around NSW Ports' assets not only protects the environment but also strengthens the resilience of NSW Ports' operations and connection to communities.

By collaborating with key stakeholders, NSW Ports can better understand and manage nature-related risks and opportunities, while exploring sustainable circular economy solutions.

### CONTINUE

- Regular environmental reporting to the NSW Government, as required under our leases (NSW Ports holds 99-year leases from the NSW Government) and planning approvals.
- Environmental Management System (EMS) implementation and associated site Environmental Management Plans (EMPs).
- Protect and enhance heritage values via NSW Ports' Heritage Asset Management Strategy (HAMS).
- Regular collaboration with tenants and the NSW Environmental Protection Authority (EPA).
- Measuring and optimising energy, water and waste usage.
- Meeting environmental legislative requirements and commitments.
- Frog habitat maintenance at Enfield and Port Kembla.
- Application of the Sustainable Development Code for all developments on NSW Ports managed land.

### DELIVER: STRATEGIC INITIATIVES

1. Conduct a gap analysis of both qualitative and quantitative data on nature-related factors relevant to NSW Ports.
  - a. Identify areas for improvement and opportunities to enhance our approach.
2. Replace short-chain perfluoroalkyl and polyfluoroalkyl substances (PFAS) at our Bulk Liquids Berth (#2).

### SDG TARGETS



### NSW PORTS CORPORATE OBJECTIVE

**OPERATIONS**  
Champion safe, resilient and efficient operations.



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## STEWARD SUSTAINABLE TRADE GROWTH

### OBJECTIVES

**Our ports and intermodal terminals are fit for purpose, sustainably managed assets now and into the future.**

**Our stakeholders are informed about our strategic role in society and are collaborating with us to create a sustainable port supply chain.**

**We navigate shifts in global trade, optimise utilisation of existing land and infrastructure, plan for sustainable growth and adapt for new trades.**

### MATERIAL TOPIC – ENHANCING PRODUCTIVITY

#### WHY IT'S IMPORTANT

Productivity refers to the efficiency with which inputs like labour, capital and materials are converted into outputs such as goods and services. By continually building skills, investing in technology, and optimising utilisation of existing land and infrastructure, we can enhance productivity and support trade diversification. This approach ensures our ports are able to support New South Wales' growth and meet the objectives in the NSW Ports 40-year Master Plan (2023 – 2063).

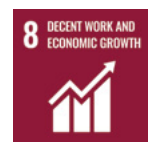
### CONTINUE

- Implementation of our corporate objectives and 40-Year Master Plan.
- Investment in Port Botany rail enhancements to increase the volume of containerised freight carried by rail.
- Strategic asset management and investment.
- Application of the Sustainable Development Code for all developments on NSW Ports managed land to ensure that productivity and growth plans are in accordance with this.
- Monitoring population growth trends and the urban environment, as well as any changing consumption, production and trade goods patterns.
- Government advocacy and engagement to promote understanding of NSW Ports objectives and role in NSW supply chain.
- Technology adoption and innovation to support sustainable business growth.

### DELIVER: STRATEGIC INITIATIVES

1. Eligible port development projects comply with our upgraded 2024 Sustainable Development Code.
  - a. % of eligible development projects compliant with the Sustainable Development Code.
2. Invest in projects and infrastructure that improve and increase freight capacity and productivity handling.
  - a. \$ invested by NSW Ports and Tenants.

### SDG TARGETS



### NSW PORTS CORPORATE OBJECTIVE

**GROWTH**  
Build value through  
growth and innovation.





## OUR PLAN

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# BUILD SUPPLY CHAIN AND BUSINESS RESILIENCE

## OBJECTIVES

**Our ports and intermodal terminals are agile and resilient in a dynamic environment.**

**We manage risks (including climate and nature) and ensure the safety and security of the port precinct.**

**We have the systems, processes and relationships in place to enable our business and supply chain to withstand and adapt to changing conditions and to recover positively from stresses.**

## MATERIAL TOPIC – ENSURING SECURITY OF OUR OPERATIONS

### WHY IT'S IMPORTANT

Ports are crucial to global supply chains, and their reliability and performance are essential for a strong economy and society. As the maritime trade sector digitalises and evolves, geopolitical, cyber-security and technology-related risks are becoming more prevalent. To address these challenges, it is vital to create smarter, stronger and more resilient port supply chains. By anticipating, withstanding, and learning from disruptive events, we can enhance the resilience and intelligence of our port supply chains.

## CONTINUE

- Regular updating and testing of emergency response and business continuity plans, including risk simulation exercises.
- Digital risk management via simulations, security penetration tests, disaster recovery tests and security desktop exercises.
- Scheduled risk reviews.
- Safety inductions, training and Work, Health & Safety (WHS) Committees.
- Ensuring effective cyber and security controls at our assets, including to meet regulatory obligations.

## DELIVER: STRATEGIC INITIATIVES

1. Complete annual cyber security risk management initiatives.

## MATERIAL TOPIC – MITIGATING CLIMATE RISK TO OPERATIONS AND THE SUPPLY CHAIN

### WHY IT'S IMPORTANT

Climate change poses risks to NSW Ports' infrastructure and assets and to key transport routes the global supply chain relies on. Addressing these risks will be fundamental to long-term resilience in the face of a changing climate.

## CONTINUE

- Analysis of port disruption events to inform process improvement.
- Advocacy to Government on improvements to supply chain resilience and productivity.
- Climate-related (physical and transitional) risk assessment and monitoring per our Enterprise Risk Management Framework.

## DELIVER: STRATEGIC INITIATIVES

1. Optimise analysis on port disruptions to gain comprehensive insights in real or near time and identify potential mitigations.
  - a. Digital solution developed and implemented.

## SDG TARGETS



## NSW PORTS CORPORATE OBJECTIVES

**OPERATIONS**  
Champion safe, resilient and efficient operations.



**GROWTH**  
Build value through growth and innovation.



**STAKEHOLDERS**  
Support strong stakeholder relationships.



## OUR PLAN

CHAMPION  
ENVIRONMENTAL  
PROTECTION AND  
DECARBONISATION



STEWARD  
SUSTAINABLE TRADE  
GROWTH



BUILD SUPPLY CHAIN  
AND BUSINESS  
RESILIENCE



FOSTER THRIVING  
COMMUNITIES AND  
WORKPLACES



# FOSTER THRIVING COMMUNITIES AND WORKPLACES

## OBJECTIVES

**Our communities feel engaged, positively impacted by our business and invested in our success.**

**Our workplaces are safe, healthy, diverse and inclusive environments that support our people's wellbeing, professional development and engagement.**

**We promote reconciliation and mutually beneficial relationships with local First Nations communities.**

**We communicate transparently with key stakeholders on sustainability performance.**

## WHY IT'S IMPORTANT

People are fundamental to our success. Building a strong social licence through effective community and stakeholder engagement and fostering a thriving workforce is essential to our business. By actively listening to our customers, stakeholders, local communities and employees, we can plan and invest in initiatives that create safe, healthy and prosperous environments.

## MATERIAL TOPIC – PRESERVING SOCIAL LICENCE

### CONTINUE

- Annual sustainability reporting.
- Annual Modern Slavery Statements as governed by the Modern Slavery Act (2018).
- Modern Slavery questionnaire and supplier audits.
- Annual Community Grants Program.
- Continued partnership and sponsorship activities including for seafarer welfare.
- Ongoing hosting of Community Consultative Committees.
- Website, media and social media publications to drive understanding of NSW Ports' operations, role in the supply chain and key issues and initiatives.

## DELIVER: STRATEGIC INITIATIVES

1. Assess sustainability of potential new suppliers and contractors (for Key Contracts) against specified sustainability criteria.
  - a. 100% of new suppliers and contractors assessed against our Sustainable Procurement Criteria prior to appointment.
  - b. 100% of new suppliers and contractors assessed against NSW Ports Modern Slavery Questionnaire prior to appointment.

2. Leverage our community grants program and other partnership models to support First Nations.
3. Develop social impact indicators for our community engagement program, sponsorships and partnerships to maximise positive outcomes.
  - a. Indicators developed and impact assessed.

## MATERIAL TOPIC – EMPLOYEE RETENTION AND DEVELOPMENT

### CONTINUE

- Annual remuneration and performance reviews.
- Learning and development plans and opportunities.
- Employee values recognition awards.
- Culturally diverse workplace.
- Employee benefits program.
- Staff engagement activities.

## DELIVER: STRATEGIC INITIATIVES

1. Employees are positively engaged.
  - a. Employee engagement score exceeds industry average score (%) annually.
2. Employee experience streamlined via introduction of a human resources management system.
  - a. New human resources management system rolled out.

## SDG TARGETS



## NSW PORTS CORPORATE OBJECTIVES

**STAKEHOLDERS**  
Support strong stakeholder relationships.



**PEOPLE**  
Promote a highly engaged and effective workforce.







# GOVERNANCE, MEASUREMENT AND REPORTING

NSW Ports takes a holistic, integrated and transparent approach to sustainability. This strategy covers a three-year term (financial years 2026 to 2028) and has been developed by a cross-functional group of specialists from across our business and with external specialist and stakeholder input.

Sustainability is governed by the members of our Executive Team in consultation with the NSW Ports Board, who are responsible for corporate governance, policies and risk management, including those relevant to sustainability. The Board oversees and guides NSW Ports' sustainability approach and reporting requirements and has endorsed this strategy.

We will monitor our performance against this strategy and report on our performance annually, including supporting data. These can be accessed at our corporate website <https://www.nswports.com.au/resources>.

**[www.nswports.com.au](https://www.nswports.com.au)**

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