



# Sustainability Report 2021

Port of Melbourne



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# 01. MESSAGE FROM THE CEO





# A YEAR OF CHANGE



**Saul Cannon**  
CHIEF EXECUTIVE OFFICER\*

**Over the past year the COVID-19 pandemic has continued to impact the way we live, work and move around. This has stimulated a number of innovative responses that are driving change across the port.**

The last 12 months have highlighted how critical the Port of Melbourne is to the Victorian economy. Extended periods of lockdown have changed consumer spending habits, leading to significant growth in trade through the Port.

The Port of Melbourne's trade increased 14% in the 2021 financial year compared with the prior year. Our staff and all those in the port supply chain have worked tirelessly to ensure the Port has continued to operate effectively during the COVID-19 restrictions, limiting the impact of the pandemic on Victoria's import and export trade.

This year, we have continued to progress the Port Development Strategy, completing rehabilitation works at Swanson Dock East and undertaking planning for similar works at Swanson Dock West. We recently commenced early works on the Port Rail Transformation Project, a significant project to move more freight off roads and onto rail, in preparation for a construction start in the 2022 financial year. These projects contribute to supply chain efficiencies and enable us to support trade growth.

As a city based port central to major transport links, the Port needs to consider many factors, including our surrounding residential communities.

Operating and growing the Port sustainably involves balancing the economic and social needs of Victorians with the interests of our tenants and the amenity of our neighbours, which will involve ongoing stakeholder consultation and engagement.

We have progressed our sustainability focus in the last year by developing a new sustainability framework for the Port that will guide our strategy and future priorities. The sustainability framework helps the Port manage sustainability risks and drive new opportunities that contribute to positive social and environmental outcomes. Since the end of the 2021 financial year, the Board has approved a sustainability strategy based on this framework. The strategy outlines the Port's sustainability objectives and priorities and will guide the Port's work in engaging with the community and our stakeholders to support ongoing operations and the delivery of the Port Development Strategy.

As we head into the 2022 financial year, despite the ongoing uncertainty from the impact of COVID-19, I am confident we are well positioned to manage the sustainable growth of the Port of Melbourne. Our focus in the coming year is delivering on the priorities identified in the sustainability strategy. These include furthering our work on climate resilience, reducing our environmental impact, continuing to engage with local communities and stakeholders and progressing our health, safety and wellbeing and diversity and inclusion programs.

\*Saul Cannon commenced as CEO on 15 November 2021.

“The last 12 months have highlighted how critical the Port of Melbourne is to the Victorian economy. Extended periods of lockdown have changed consumer spending habits, leading to significant growth in trade through the Port.”





# 02. PORT OF MELBOURNE AT A GLANCE



# ABOUT US



As Australia’s largest container port, Port of Melbourne is a vital trading gateway for south-eastern Australia, facilitating more than one-third of the nation’s container trade and playing a critical role as a key driver of economic activity. Port of Melbourne services the south east of Australia, including Tasmania, and occupies a central position in the freight and logistics industry.

As the landlord manager of the Port, Port of Melbourne Operations Pty Ltd (PoM) is responsible for the strategic planning, development and management of the Port’s operations under a 50-year lease from the Victorian Government.

The Port of Melbourne Group is owned by some of the largest and most experienced global infrastructure investors with wide-ranging expertise in managing significant infrastructure assets. It includes QIC Private Capital, on behalf of its managed funds and clients, Future Fund, Global Infrastructure Partners, and Ontario Municipal Employees Retirement System (OMERS).

The shareholders are long-term investors and, as such, make investment decisions in the strategic interests of the Port and its place in the national supply chain.

At PoM we are focused on providing world-class port facilities and services, and we are committed to investing in infrastructure at the Port of Melbourne to drive efficiencies and productivity that support the state’s economic growth, job creation and social prosperity.



## OUR VISION

Our passion for growing trade creates an enduring city port, driving the economy and enriching lives.

## OUR MISSION

Working with stakeholders, delivering innovative and sustainable port solutions; creating the future and building on our proud history.

## OUR VALUES

**Accountability:** we fulfill our commitments, take responsibility for our actions, and celebrate success.

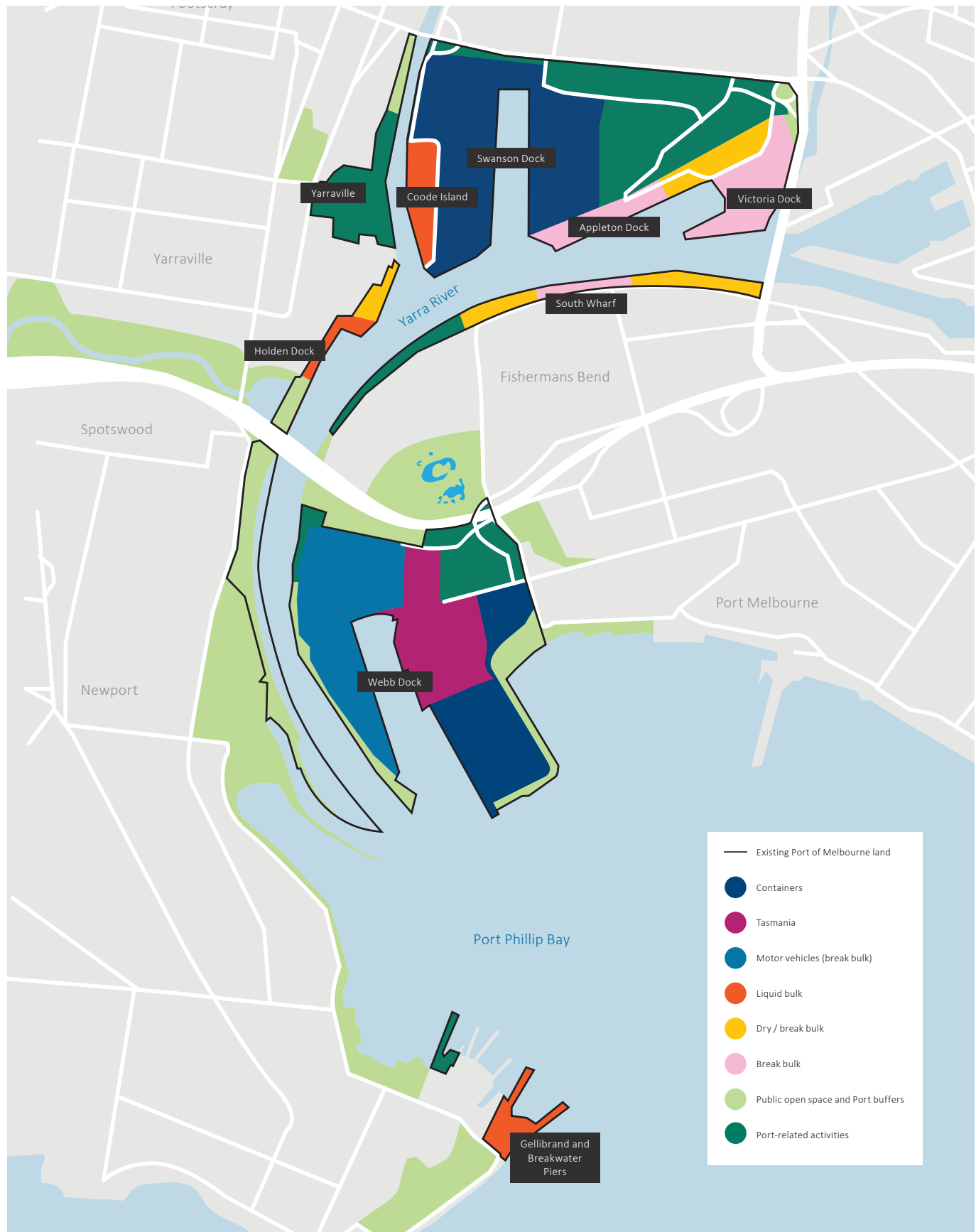
**Adding value:** we embrace excellence, and innovation in what we do and how we do it.

**Integrity:** we build trust by acting with honesty and transparency.

**Collaboration:** we achieve more by engaging and working together.



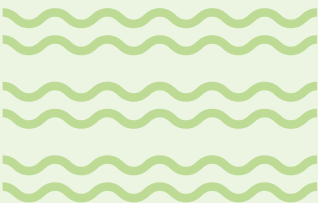
# OUR PORT



505  
hectares  
of land



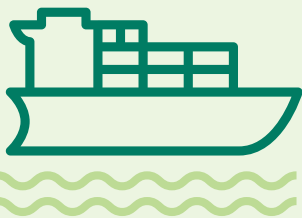
53  
kilometres of  
shipping channels



30  
commercial  
berths



2,872  
ship arrivals



87  
tenants



10  
hectares of  
public access walking  
and cycle trails



2020-2021

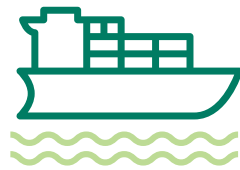


A low-angle, rear-view photograph of two people walking away from the camera on a wooden boardwalk. The person on the left is wearing dark trousers and dark boots, while the person on the right is wearing blue jeans and light-colored sneakers. Long, dark shadows of the people are cast onto the wooden planks of the boardwalk. The background is a bright, hazy sunset or sunrise over a body of water, with some trees visible on the left. The overall mood is peaceful and contemplative.

# 03. SUSTAINABILITY AT PORT OF MELBOURNE



# OUR SUSTAINABILITY PROGRAM



**Our sustainability program continues to mature as we prepare for the journey ahead as a growing city port. Sustainability for us is the connection between social equity, economic prosperity and environmental management.**

**It represents our commitment to ensure that the needs of future generations are not compromised while we meet the growing needs of our present population.**

## Our journey to date

Over the last three years PoM has been building its sustainability capability. We draw upon the United Nation's Sustainable Development Goals (SDGs) and the Global Reporting Initiative (GRI) framework in this report.

The independent materiality assessment conducted in 2019 guides the areas of sustainability that we focus on, and was a key input to developing our sustainability strategy. We have built upon the establishment of our Board Safety and Sustainability Committee in 2020 with a new functional responsibility and Head of Sustainability commencing in FY22 to provide leadership and direction across the business in driving our sustainability agenda.

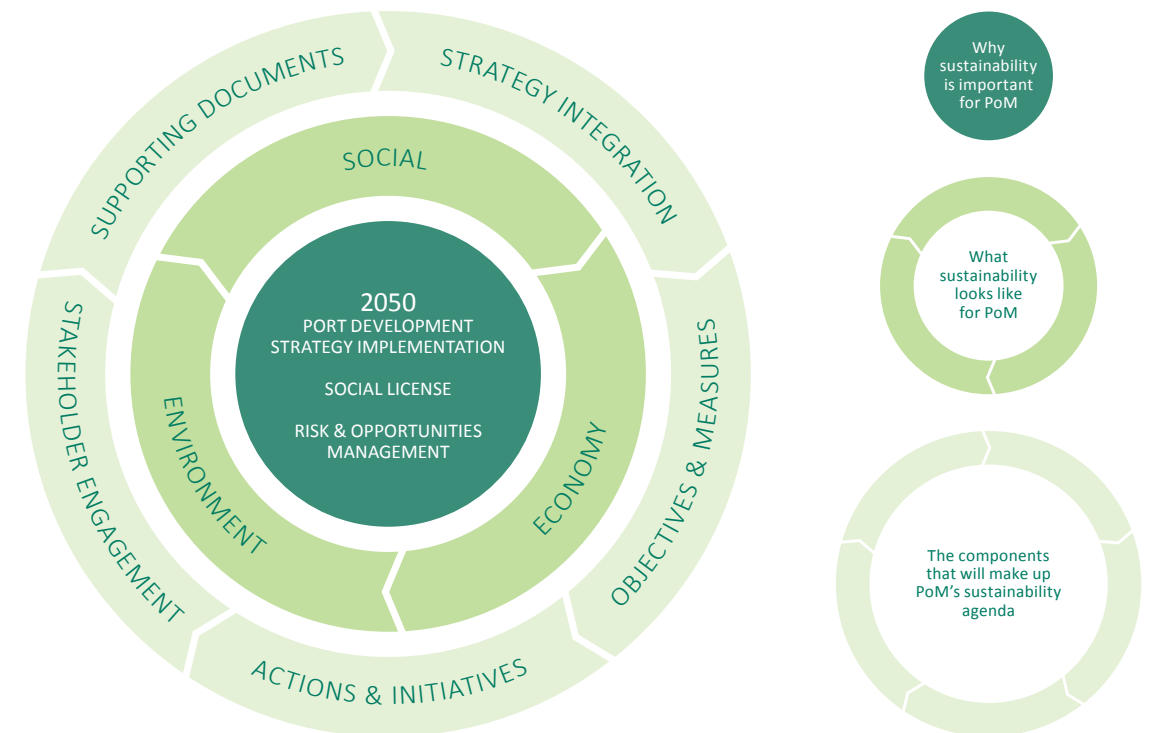
We have also just completed our PoM sustainability framework which will guide our future sustainability practice.

## Reporting boundary

As the landlord manager of the Port of Melbourne, we maintain and develop common user infrastructure and lease land to third parties to service cargo (and other activities). These include stevedores, providedore, pilotage, towage and mooring services, and services relating to shipping operations.

We have certain contractual obligations to the State of Victoria on how we manage and develop the Port. Our 2050 Port Development Strategy, which involves a proposed capital expenditure program of some \$1.5b over the next 20 years, is an example of our commitment to develop the capacity required at PoM to support greater east-coast trade activity.

Our sustainability report reflects the activities under our control associated with our landlord model of operation. As such it relates to our head office and PoM-controlled external sites, assets and activities; while our waste data relates just to our head office. PoM controlled sites and assets include our Short Road maintenance facility, Port Education Centre, common user facilities, hydrographic surveying vessel, pool cars, and staff operations.



## Our sustainability framework

Our sustainability framework is based on managing risk and identifying opportunities and actions that can contribute to positive economic, environmental and social outcomes.

As a landlord port in an inner-city area with a multitude of stakeholders, sustainability is important to support the Port's efficient 24/7 operations and grow the Port to meet the increasing trade requirements of the Victorian economy. Our road map for achieving this is outlined in the Port Development Strategy.

Our 30-year port development strategy provides a clear plan to meet and enable sustainable trade growth over the long term by driving investment and innovation across PoM's operations and into the broader supply chain, with ultimate benefits for the economy and community at large.

Our future sustainability agenda will strengthen our social license to operate as trade through the Port continues to grow.

## Our sustainability report

Moving forward our strategic approach for a sustainable port is guided by the three key pillars of our sustainability framework:

- Environment
- Social
- Economy

These three pillars underpin our future sustainability actions and as such we have reported our current activities against them. We have prepared our FY21 Sustainability Report drawing upon the Global Reporting Initiative (GRI) and are working towards compliance with the Global Reporting Initiative (GRI) Standards: 'Core option'.

We continue to support the achievement of the United Nation's Sustainable Development Goals and have highlighted the relevance of actions to those goals throughout the report (by way of icons) in sections 5, 6 and 7.

We monitor developments in international sustainability reporting frameworks and standards, and will align our future sustainability reports to these frameworks and standards.





# 04. FY21 SUSTAINABILITY HIGHLIGHTS



# KEY STATISTICS

## ENVIRONMENT

**111**  
environment  
inspections

**850**  
safety and  
environment  
inductions

GHG emissions  
**-73%**

**1,820**  
tonnes CO<sub>2</sub>-e

**52%**  
recycling  
rate

## SOCIAL

**1,266**  
employee  
training  
hours

**\$242,000**  
community  
investment  
+3%

**76%**  
employee  
engagement  
score +4%

**Zero**  
recordable  
injuries

## ECONOMY

**2,872**  
ship  
arrivals

**\$118**  
billion trade  
value

**3,293,331**  
TEUs

**\$50**  
million capital  
expenditure



# 05. OUR STRATEGY: ENVIRONMENT



# ENVIRONMENTAL MANAGEMENT



Protection of the environment we operate in is a key component of environmental management at the Port of Melbourne. Our Environment Policy, Port Environment Strategy, Risk Management Framework, and an ISO 14001 – Environmental Management System accreditation are the formal pillars that guide our activities and provide the roadmap for continued improvement and learning.

There are a broad range of stakeholders that have a role in ensuring good environmental practice. The Port of Melbourne Safety Health and Environment Consultative Forum is a key mechanism in the coordination of port-wide improvement opportunities. We also work directly with government agencies to provide support to their environmental protection and research initiatives.

Our environmental sustainability disclosures focus on the business of PoM and not the Port of Melbourne as a whole. This reflects the complexity of Port operations, our tenants and the multitude of shipping lines and ship types that visit the Port each year.

### Compliance and inspection program

PoM promotes a whole of port approach to best practice environmental management and works with Ports Victoria (formerly Victorian Ports Corporation Melbourne), Port tenants, licensees, Port users and service providers to achieve this. This cooperative approach helps PoM contribute to the development of plans, policies, strategies and procedures for managing risks that may have environmental or emergency consequences.

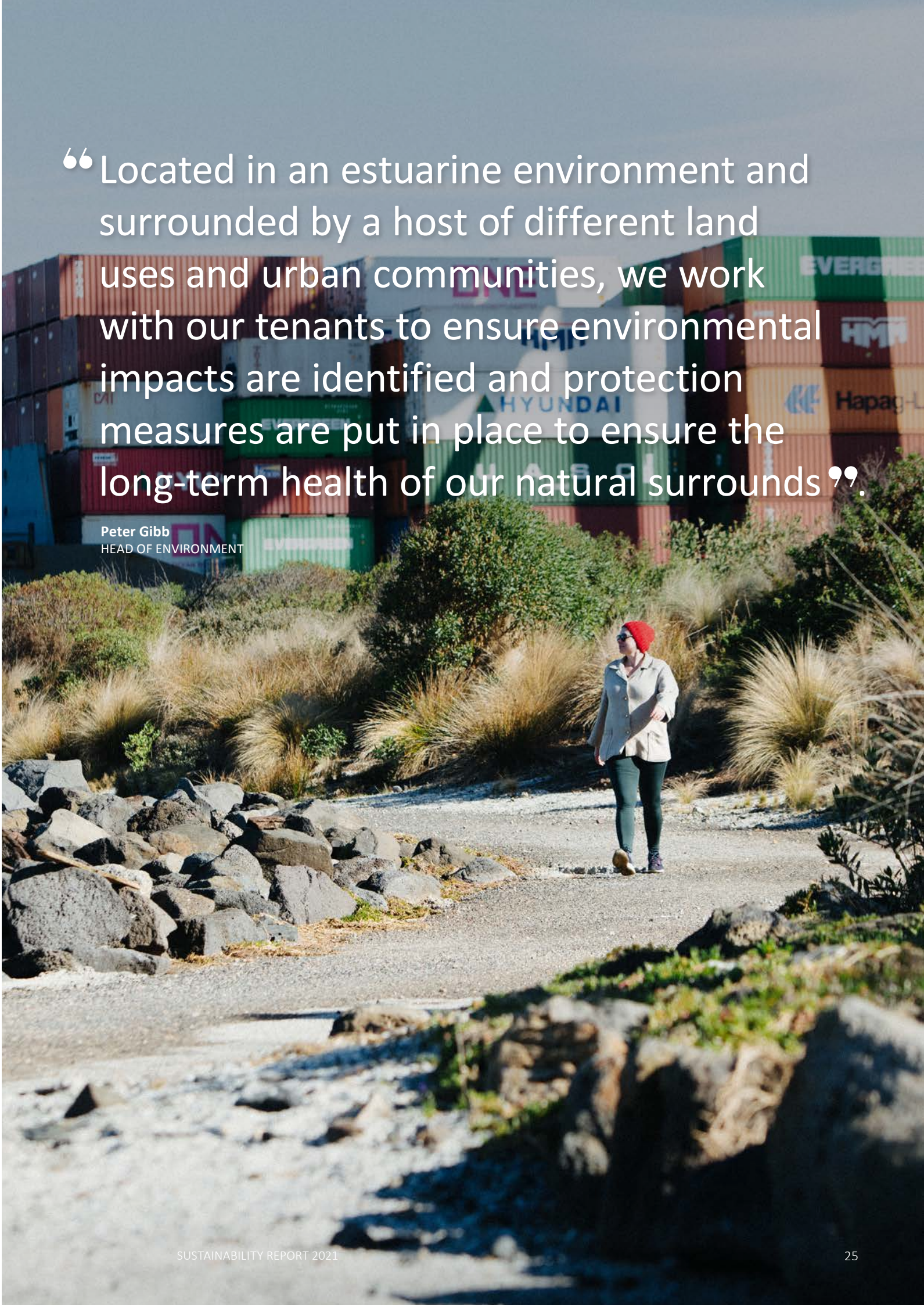
Compliance and inspection programs ensure environmental risks are effectively managed. We undertake environmental inspections of construction and operating activities at common user berths, publicly accessible areas and tenant facilities. In FY21 there were 13 environmental inspections on tenanted sites and 98 on common user or non-tenanted sites.

PoM works closely with several state agencies including Worksafe Victoria, Environment Protection Authority (EPA), Department of Environment, Land, Water and Planning (DELWP), Agriculture Victoria and the Department of Transport to ensure that safe operating practices are maintained in accordance with legislative requirements.



“Located in an estuarine environment and surrounded by a host of different land uses and urban communities, we work with our tenants to ensure environmental impacts are identified and protection measures are put in place to ensure the long-term health of our natural surrounds”.

Peter Gibb  
HEAD OF ENVIRONMENT





Marine pest surveillance

PoM is assisting Agriculture Victoria with a pilot marine pest surveillance program in the Port following the discovery of the Asian Shore Crab at multiple locations within Port Phillip Bay. The two-year program includes the collection and analysis of settlement array boxes and water samples from around wharf structures to examine microscopic plants and animals or fragments of DNA to identify the presence of marine pests.

Detection at the early critical stage when marine pests are scarce and immature, prior to establishment and dispersal, provides the best opportunity for intervention.

If the pilot program is successful, Agriculture Victoria may implement a longer term monitoring program around the Port.

Responsible disposable of fishing lines

PoM has joined Zoos Victoria’s Seal the Loop program. The Seal the Loop program provides anglers with easy access bins to responsibly dispose of their fishing line which can be harmful if it enters the marine environment. Fishing line entanglements are estimated to contribute to the deaths of 1400 seals every year and impact a range of other wildlife species.

The Seal the Loop bins have been installed at popular fishing locations in front of the Newport Power Station and the Webb Dock Trail in Port Melbourne.

Vegetation maintenance

PoM has undertaken a vegetation repair and maintenance program to restore vegetation between Westgate Park and Maritime Cove at Webb Dock.

Working with the local landcare group Westgate Biodiversity: Bili Nursery and Landcare Group, a new native planting regime was developed which saw 13,000 native tube stock plants used to revegetate the area supported by an extensive mulching and watering program to assist plant growth.

Ensuring a healthy landscape through continual rejuvenation with planting programs helps to maintain biodiversity and increase the processing of carbon dioxide through photosynthesis and absorption of carbon.

Pollution Events

FY21	PoM OR PoM CONTRACTOR	TENANT OR IDENTIFIED THIRD PARTY	UNIDENTIFIED SOURCE
Marine	0	2	5
Landside	0	1	1

Department of Transport and EPA are notified of marine pollution events

Pollution management

PoM plays an important role in the identification and resolution of pollution incidents in the Port. Our incident management and reporting database (The Pier) is the central incident communication system that manages and reports events, injuries and hazards, and pollution events occurring within the Port. It is also the mechanism we use to review hazardous Port activity applications and broadcasts emergency communications to Port tenants and stakeholders.

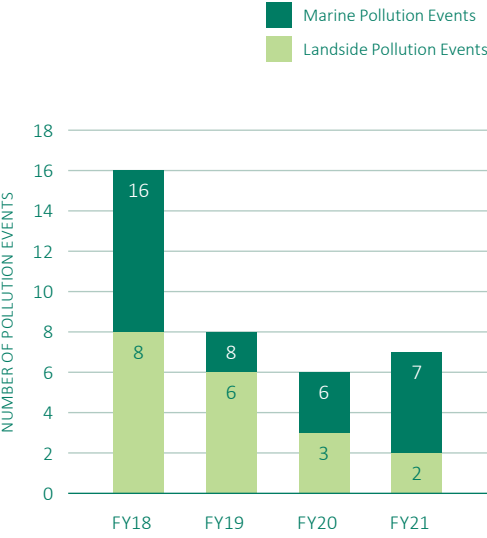
The Victorian Marine Pollution Contingency Plan (VICPLAN) provides direction on how responses to pollution incidents are managed. PoM is responsible for providing a ‘First Strike’ response to any marine pollution incident that occurs within the berth pockets of all Port of Melbourne commercial berths. In the event a marine pollution incident requires a response beyond first strike, Ports Victoria assumes the role of Incident Controller.

In FY21 there were seven marine pollution incidents resulting in Pollution Reports, five of which were of unknown origin and two attributed to a tenant or third party. There were two landside pollution incidents, one of unknown origin and one attributed to a tenant or third party.

PoM managed all pollution incidents in accordance with the Victorian State Government’s Maritime Emergencies Non Search and Rescue Plan.

Noise

PoM has been undertaking research into port noise and its impact on the suburbs surrounding Webb Dock. A noise monitoring program has been running throughout FY21 that focuses on community



monitoring of noise impacts and modelling of noise sources from the container trade and roll-on-roll-off activities at Webb Dock.

The research was commenced in response to a rise in community complaints regarding noise that occurred during 2020 coinciding with COVID-19 lockdown restrictions in Victoria.

The research is being used to develop a noise management strategy which will include establishing specific tenant monitoring processes, development of operational noise targets, and mechanisms for acoustic investigations of ships and other port noise sources in response to complaints.

Air quality

PoM is a corporate sponsor of the EPA’s Source Apportionment Project which seeks to better understand fine particulate matter in the atmosphere of inner-west Melbourne. The study aims to identify significant sources of particulate matter (PM2.5) in areas which have co-existing industrial, commercial and residential land uses and are exposed to heavy vehicle traffic.

The project consists of ambient air quality monitoring at two locations for at least twelve months and source profile sampling at several sites across the same period. The aim of the study is to characterise and apportion the contribution of various sources to the overall air quality profile of inner-west Melbourne.



WASTE TYPE	FY19	FY20	FY21
Office waste (tonnes)	n/a	3.59	1.04
Concrete (m³)	542.7	675.97	310.12*
Soil (m³)	32.3	106.1	4*

\* FY21 concrete and soil data relates to the Swanson Dock East remediation works only

### Recycling and waste management

PoM’s office-based recycling program achieved a 52% recycling rate for office waste, up from 31% the year prior. Overall waste from the program was significantly lower in FY21 (1.04 tonnes) than the previous year (3.59 tonnes) due to the majority of staff working from home for extended periods of time.

The waste oil generated from the maintenance of PoM’s survey vessel John Norgate is managed by a marine servicing contractor in accordance with EPA requirements.

PoM has captured and recycled construction waste from Swanson Dock East remediation works. This included steel, concrete, timber, paper, co-mingled products and prescribed wastes.

Remediation works are planned to commence at Swanson Dock West in 2022 and will incorporate several sustainability initiatives including recycling of demolition waste wherever feasible.

Waste materials will be reused for future projects and sites, including landscaping projects and new pavements.



CALENDAR YEAR	PROCESSED WATER DISPOSAL VIA TRADE WASTE (kL)
2019	409.63
2020	794.31
2021	0

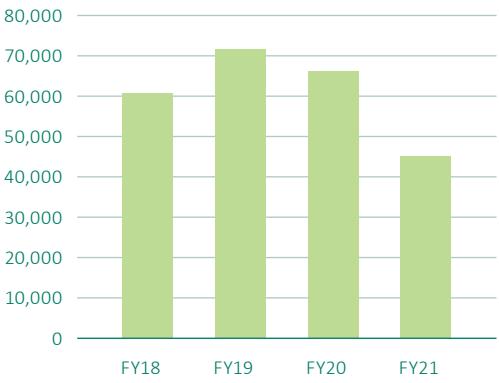
### Water management

In FY21 PoM consumed 44,909 kilolitres of potable water primarily through the hydro-demolition work associated with the Swanson Dock East remediation works and our offices at 839 Collins St Melbourne.

As part of the Swanson Dock East remediation works, waste water resulting from hydro-demolition works was collected to avoid it entering the marine environment. The waste water was treated before being disposed into the local sewer system under a trade waste agreement. In 2021 no remediation works were undertaken so there was no water disposal.

To ensure effective stormwater management, Port of Melbourne maintains a number of Gross Pollutant Traps, shut-off valves and interceptor pits in open areas and common user facilities within the Port precinct. These help to mitigate potential harmful materials such as pollutants or litter from entering the water.

Water Consumption (kL)



To support commercial shipping entering the Port of Melbourne and as part of PoM’s services, PoM makes available the infrastructure, connectivity and metering for fresh water requested by ships to assist with their operations while in the port. In FY21, PoM supplied 6,171 Kls of water to visiting vessels, which is included in our overall water consumption data for FY21. PoM recovers the cost of water usage to shipping vessels.

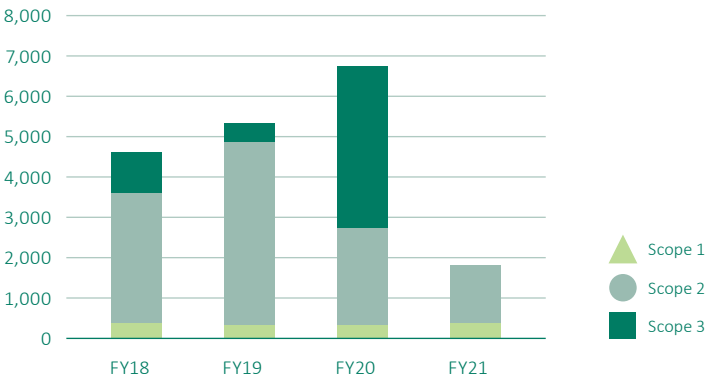
As a landlord port, we undertake periodic inspections of tenant facilities to ensure they have implemented suitable stormwater controls. We also mandate that any new developments undertaken must contain effective stormwater management plans.

PoM also monitors a network of ground water sampling wells as an early detection measure for any ground water pollution issues that may stem from high environmental risk facilities.

Our water-sensitive road design at the Webb Dock facility also captures and filters water within a natural system prior to its release.



GHG Emissions (tCO<sub>2</sub>e)



Climate change

Climate change is a significant global issue. The scientific consensus on climate change, as presented by the Intergovernmental Panel on Climate Change (IPCC), underpins our approach to assessing climate change impacts and risks at the Port.

We are committed to understanding and mitigating the risks associated with climate change and are in the process of implementing strategies to adapt to a transitioning climate and associated physical impacts.

As part of disclosing our management processes of climate-related risks, PoM is working towards disclosure in line with the Taskforce on Climate-related Financial Disclosures (TCFD).

Scope 1 and 2 net zero by 2030

PoM is currently assessing its ability to set a net zero target by 2030 regarding its Scope 1 and 2 emissions. We have undertaken work to understand our emissions profile, collected relevant data across the business, and assessed the associated costs regarding net emissions reduction across Scope 1 and 2. This work will be used in FY22 to ascertain the feasibility of setting a net zero Scope 1 and 2 emissions target.

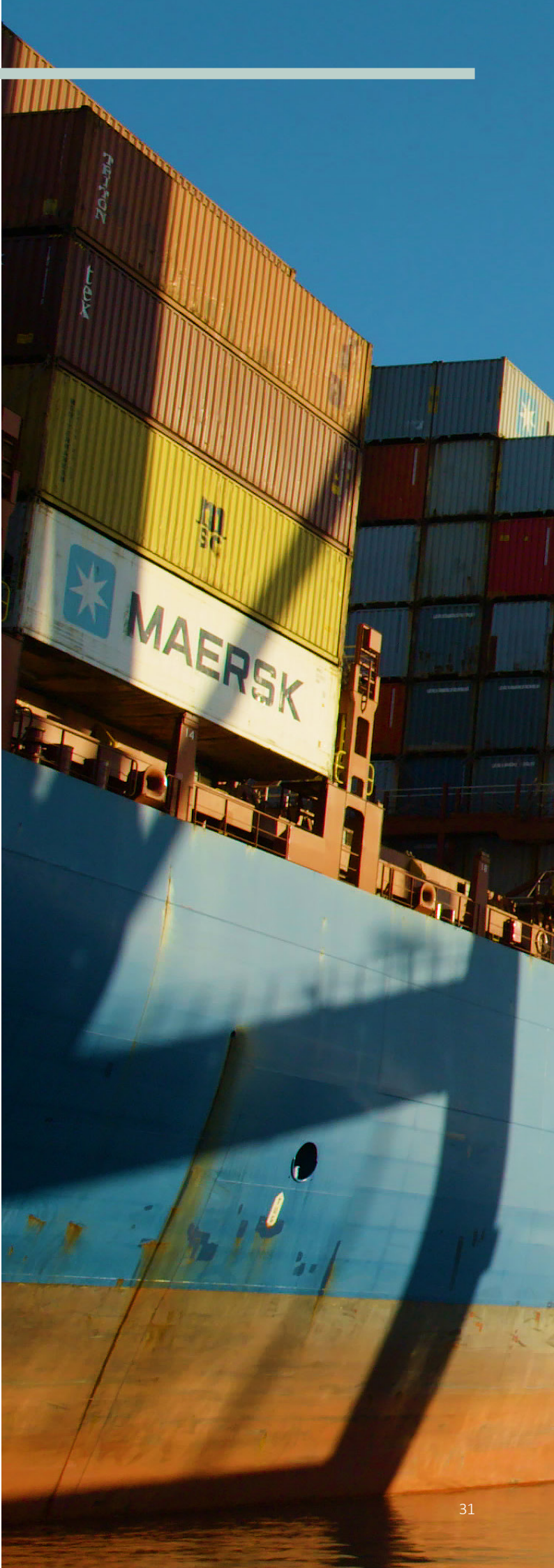
Greenhouse gas emissions performance data

In FY21 Scope 1 emissions increased by 7.3% while Scope 2 emissions reduced by 51.1%, which is a reflection of the amount of time staff worked remotely due to COVID-19. Scope 3 emissions were down 98.8% from FY20 due to significant reductions in dredging activities required in the Port, a reduction of air travel and reduced office utilisation.

PoM’s Scope 3 data is based on air travel, emission from office waste to landfill/organics and fuel use during dredging activities.

Energy consumption FY21

SCOPE	ENERGY TYPE	QUANTITY	UNITS	GHG (tCO <sub>2</sub> e)
2	Electricity	1,297,318.94	kWh	1,388.13
1	Fuel - ULP	1,779.76	Litres	4.10
1	Fuel - Diesel	4,771.36	Litres	12.87
1	Fuel - Diesel (Marine Survey)	136,301.33	Litres	367.76
3	Fuel - Diesel (Marine Dredging)	16,650	Litres	44.92
1	Natural Gas	0	MJ	0
3	Air Travel	11,608.00	km	1.52
3	Waste (landfill/organics)	501.50	kg	0.70
Total		tCO <sub>2</sub> e	1,820.01	
Scope 1		tCO <sub>2</sub> e	384.74	
Scope 2		tCO <sub>2</sub> e	1,388.13	
Scope 3		tCO <sub>2</sub> e	47.14	





# 06. OUR STRATEGY: SOCIAL





# OUR PEOPLE



Investing in our people is a priority for us. This means we’re focused on being a leader in safety management and a ‘zero harm’ workplace for employees, contractors and stakeholders.

It also means a workplace culture that champions diversity, equity and inclusion, committed to ensuring the growth and development of all people as we seek to achieve operational excellence and success.

As an organisation we are mindful of how the wellbeing of our people is influenced by our employment culture and work practices and our approach to engaging with our business partners and neighbours.

As an organisation we are committed to transparency on the policies, procedures and projects that underpin our approach to staff wellbeing. We are also committed to improving the way our organisation interacts with our external stakeholders.

The information provided in this section includes disclosures against GRI Social standards and activities that support the United Nations Sustainability Development Goals.

### Staff Snapshot FY21

Total FTE	120.2
New employees FY21	20
Employee hours worked	234,539
Staff training hours	1266
Staff volunteering hours	60
Training investment	\$84, 976
Voluntary turnover	6%
Involuntary turnover	7%
Senior management hired from Melbourne	86%

### Gender Diversity

Male (total FTE)	63%
Female (total FTE)	37%
Male part time FTE	1%
Female part time FTE	5%
ELT male/female	4/2
Board male/female	8/2

### Age Diversity

Male: 25 – 50	43 FTE
Male: 51+	33 FTE
Female: 25 – 50	32 FTE
Female: 51+	13 FTE

FTE - full time equivalent employees  
ELT - executive leadership team



“Every employee has a crucial role to play at Port of Melbourne. Together, our efforts help power Australia’s economy and facilitate more than one-third of Australia’s container trade”.

Alex Kuras  
HEAD OF PEOPLE AND CULTURE





# PEOPLE AND PERFORMANCE

## Health and safety performance

We have continued to mature our safety culture which has been reflected in a significant reduction in our injury rates (staff and contractors) with zero lost time or medical treatment injuries in FY21. The absence of these injuries has resulted in a Total Recordable Injury Frequency Rate (TRIFR) of zero for FY21.

The implementation of PoM’s three-year Health, Safety and Wellbeing Strategy will build on this safety performance and provide support for further improvements and maturing of our safety culture. The strategy is supported by annual work plans that focus on identifying hazards, assessing risk and monitoring the effectiveness of our critical controls.

Validation of these efforts was recognised by the external surveillance audit of our integrated management system which has ISO45001 certification.

We see every employee at PoM as having a personal and shared responsibility for the safety and wellbeing of our workplace, and we recognise the value that our senior leaders can bring to engaging with our workers. The safety management system empowers everyone to be part of the solution. Evidence of this focus was demonstrated during the COVID-19 pandemic where a number of initiatives were implemented to support wellbeing, working from home, engagement and efficient communication, such as implementing ergonomic assessments for home offices and developing new virtual staff engagement programs.

Staff wellbeing is a key theme in future Health, Safety and Wellbeing Strategy initiatives, particularly mental health. Given the professional services orientation of our work, there is a strong focus on addressing the psychosocial risks that have the potential to impact our staff.

## Safety Snapshot FY21

- LTIFR: 0
- TRIFR: 0
- 132 active engagement sessions
- 9 near miss safety events
- 702 safety and environment hazards actioned
- 202 safety assurance activities
- 135 Leadership assurance activities
- 1112 (Port of Melbourne contractor lead) OH&S assurance activities
- 28 Board-reportable incidents\*
- 100% of new employees completed the Safety and Environment Induction Program
- 850 non-staff completed online Safety and Environment Induction Program
- 413 Working from home safety checks

LTIFR - lost time injury frequency rate  
TRIFR - total recordable injury frequency rate

\*These are events reported to our Board and include: injuries (no matter how minor); notifiable events; near miss events (with potential for injury or notifiable occurrence); police reports and emergency events (reports of incidents involving emergency services)

## Flexible working to respond to COVID-19

Throughout FY21 the Victorian Government has continued to manage COVID-19 outbreaks through lockdowns and restrictions on office attendance. During this time it has been management’s priority to support the health and wellbeing of employees and their families, and assist transitions between flexible working from home and attendance in the office.

The IT infrastructure that was put in place in FY20 when COVID-19 restrictions first commenced positioned PoM well to deliver most of its services from home offices for the majority of FY21. Our employees are now well accustomed to working both at home and in the office and we continue to evolve how we communicate and collaborate with one another.

The flexibility that comes with working from both the office and home has resulted in positive feedback from staff including reports of higher levels of productivity, higher levels of satisfaction with their work and better work-life balance.

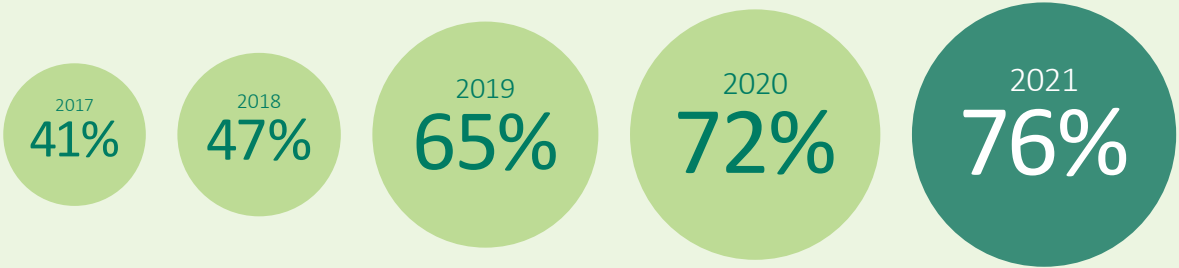
## Diversity and inclusion

Diversity, equity and inclusion are central to who we are and how we act. Supporting and celebrating diversity, whether it be within our workplace or wider community, helps to unite and benefit all of us with broadened perspectives. We define diversity as recognising, respecting and valuing differences in our workplace and community, and as part of our future sustainability commitments we have developed a three-year Diversity and Inclusion Plan. In FY22 we will commence implementation of this plan which includes annual gender remuneration parity reviews, determining a diversity baseline through voluntary disclosures and developing an employee value proposition.

Our senior leadership team continues to encourage increased female participation in the sector. This is supported by participation in events that connect and highlight senior women within the transport industry and championing the importance of diversity across our industry. Events included the Australian Women in Transport Forum, the Australasian Railway Association webinar for Women in Rail and the Australasian Supply Chain Institute International Women’s Day Breakfast.



Staff Engagement Survey Results



Employee engagement

Our annual staff engagement survey is how we measure and evaluate employees’ views, opinions and attitudes towards their working environment. The results are valuable indicators of employee motivation and help identify areas of success and concern as well as opportunities for growth and improvement.

Over the four years of conducting the survey we have seen an annual increase in staff engagement levels culminating in an engagement score of 76% in 2021 (up 4% from 2020).

Training and development

As a result of our annual staff engagement survey, PoM achieved ‘Best Employer’ status across Australia and New Zealand by Kincentric. This is calculated across four survey categories including Engagement, Agility, Engaging Leadership and Talent Focus. This accolade reinforces the importance we place on striving to create a workplace that not only supports, recognises and values everyone’s unique contribution, but also builds on this existing skill set to ensure learning and training opportunities maximise their potential. New learning opportunities for staff present new pathways for development, refinement of expertise and knowledge, and the opportunity to grow as a workplace with the input of new ideas and thinking.

In FY21, we upgraded our employee engagement platform to the PeopleStreme network to support delivery of our workplace training components and provide a robust platform for employee performance assessment and development planning.

All staff participate in performance assessment and development planning. PoM uses combinations of internal training courses, external training providers and mentoring to develop bespoke development programs for staff.

We adopt a flex model of operation which allows us to leverage and develop centres of excellence and build experiences through contributions to our corporate projects.

“From running the port through our operational, maintenance and construction activities to our trade facilitation and strategic planning functions - working with our stakeholders across the supply chain is a core part of what we do everyday.”

Shaun Mooney  
EXECUTIVE GENERAL MANAGER COMMERCIAL

Working with port users  
Industry engagement

Each year PoM undertakes port user engagement on our Tariff Compliance Statement used to determine the price of PoM’s prescribed services (wharfage and channel fees). Since privatisation, PoM has used this annual event to engage on a broad range of port activities such as the Port Development Strategy, trade and project updates and emerging issues. In FY21, this engagement process was expanded to consult with port users about their views on engagement activities across the first five years of the port lease and how they would like to see engagement conducted in the future.

Participating stakeholders included port users, other port tenants, cargo owners, transport operators, intermodal supply chain participants, industry associations, government agencies and peak bodies. These stakeholders were invited to participate because they had shown interest in issues related to the Port, or are directly or indirectly engaged in port activities.

Overall, 94 stakeholders participated in ten workshops, while a further 12 organisations participated on a one-on-one basis.

PoM will continue to regularly engage with these stakeholders.

Industry Group memberships

- Ports Australia
- Australian Logistics Council
- Infrastructure Partnerships Australia
- Victorian Chamber of Commerce and Industry
- Committee for Melbourne
- Property Council of Australia
- Australian Rail Association
- Freight and Trade Alliance/Australian Peak Shippers Association
- Container Transport Alliance Australia
- Australia China Business Council
- International Cargo Handling Coordination Association
- NSW Business Chamber
- Wagga Business Chamber
- Committee4Wagga
- Grain NSW
- Launceston Chamber of Commerce
- PIANC (the World Association for Waterborne Transport Infrastructure)
- Engineers Australia
- International Forwarders & Customs Brokers Association of Australia Ltd





### Working with our neighbours Community partnerships

PoM fosters a shared city-port vision and our commitment to the community goes beyond the port gate.

Our major partnership with Foodbank Victoria continued through FY21. COVID-19 prevented most staff volunteer activities from occurring, limiting our volunteer participation to 60 hours for FY21. Our financial support continues to play an important role in helping the organisation source food for the hungry and the charity sector.

Our support for the Williamstown Football Club and Port Melbourne Football Club continued. Our association with both clubs is based on their strong support for female participation in sport, indigenous issues, inclusivity for all and their grassroots involvement in suburbs around the Port.

A new partnership for FY21 was a three-year sponsorship agreement with Williamstown Swimming and Life Saving Club (WSLSC). Similar to our support for the local football clubs, WSLSC has a strong focus on youth and all-abilities participation in swimming and a strong focus on service to the community.

We also made a donation to the restoration of the Melbourne tall ship, the Alma Doepel. The ship is being restored to deliver sailing based youth development programs that seek to address leadership, self-awareness and suicide prevention. The programs are expected to commence in 2022.

PoM has continued to provide financial support to Mission to Seafarers, and the Apostleship of the Sea Stella Maris Seafarers Centre who provide support services to seafarers on the ships that visit the Port of Melbourne. COVID-19 has been particularly difficult for seafarers with international COVID-19 restrictions around the world meaning they cannot leave their ships to access shore leave. Some international seafarers have been at sea for up to 18 months placing them and their families under significant stress. Mission to Seafarers and Stella Maris provide care packages to Seafarers when they visit Melbourne.



### Stakeholder Engagement Framework

Over the last four years, PoM has evolved and improved its approach to stakeholder engagement. PoM will continue to further this engagement over time.

### Community investment strategy

Each year PoM contributes to supporting the communities we live in through community partnerships, sponsorships and fundraising events. In step with progressing our sustainability practice, PoM is developing a community investment strategy to maximise the benefits that PoM's philanthropy can deliver in the community. The strategy has been aligned to our sustainability planning and the organisation's vision, mission and values and will focus on three key areas:

- improving the lives of others;
- building a sustainable city port; and
- creating safe and secure communities.

The community investment strategy, to be completed and published in FY22, is the starting point for a move towards a more community-led approach to the identification and support of areas of most need in the community we live in.

### Modern Slavery Act

The introduction of the *Modern Slavery Act 2018* is an important measure to address combatting the occurrences of modern slavery and other abuses of human rights. Actions supporting this new federal legislation are an important component of our procurement and contractual framework and help to provide transparency and accountability to protect workers and ensure ethical labour standards are upheld.

We published our first Modern Slavery Statement in March 2021, and subsequently, modern slavery awareness training has been introduced within the business. The Board, via the Safety and Sustainability Committee, provides oversight of legislative requirements of the Act. We have incorporated modern slavery clauses into our suite of template contracts and included modern slavery questions into our tender documents.

We will continue to engage with suppliers and key stakeholders to uphold and strengthen our obligations under the modern slavery reporting framework and to identify and address modern slavery practices throughout our supply chain.

We will continue to engage with relevant stakeholders to increase the level of transparency within both our operations and supply chain as we mature our approach to responding to issues associated with modern slavery.



COMPLAINT TYPE	NUMBER RECEIVED	NUMBER INVESTIGATED
Noise	159	159
Open Space Management	5	5
Trucks	1	1
Damage to property	1	1

Community engagement strategy

Significant progress has been made on a three-year community engagement strategy that seeks to create stronger connections between PoM and our neighbours. The strategy is being developed in recognition of the importance of community consultation and input into how the Port evolves over the next 10-15 years. It will support PoM’s sustainability ambitions and help shape future strategic planning in the environmental, social and governance space.

Complaint management

In mid-2020, during the COVID-19 lockdown restrictions, PoM experienced an increase in complaints associated with port noise. The increase in noise complaints was the driver of the noise program referenced on page 27, with complaint location guiding the geographic spread of community noise monitoring activities.

During the year PoM also commenced a review of its complaint management process to ensure the business is delivering a consistent response to stakeholder concerns.

Open space investment

PoM manages 43.2 hectares of open space including more than 10 hectares of walking, cycling and open space designated for public enjoyment. This includes the Marine Cove Playground in Port Melbourne, the Webb Dock Trail and lookout point alongside Webb Dock, and trails along the Yarra River near Newport Power Station.

As a city port surrounded by residential areas, it is important we provide as much access as practicable to the waterfront and the lifestyle benefits this brings to the community. Each year we invest around \$0.3M in maintaining public open spaces including playgrounds, exercise areas, fishing locations and the Port Heritage Trail.

We also manage a diverse range of heritage assets including the Gellibrand and Breakwater piers, the Rear Leading Light at Port Melbourne and the West Channel Pile Light. We ensure that heritage matters are considered in our overall property planning, development and management functions.

Access to open space and parkland is a vital component of a healthy city and community and we will continue to invest and look for opportunities to improve public spaces as we deliver the Port Development Strategy.

Social procurement

PoM has continued to look for opportunities to grow its social procurement program. In FY21, we worked with the not-for-profit Westgate Biodiversity: Bili Nursery and Landcare Group, on the restoration of landscaping at Todd Road. We have also been working with Eat Street who have been providing catering services to PoM this past year and we source our branded merchandise through a 100% carbon offset vendor.







# 07. OUR STRATEGY: ECONOMY



# TRADE PERFORMANCE



As a central element of the national supply chain, Port of Melbourne plays a critical role in enabling Victoria and Australia's economic prosperity and social wellbeing by facilitating the flow of container trade in and out of the country. Trade through the Port is a barometer for the health of the Victorian and national economies. This trade has flow-on socioeconomic benefits such as supporting 30,000 direct and indirect jobs.

PoM has undertaken, and will continue to undertake, strategic planning to manage, operate, maintain and develop the Port so it remains a major seaborne trade gateway for the benefit of the economy of Victoria. By way of example, we are playing our part through the 2050 Port Development Strategy which involves a capital expenditure program of some \$1.5b over the next 20 years. We're also making significant investments today to ensure a productive and efficient port that keeps making a major contribution to Victorian and the nation's economic growth and prosperity.

The information provided in this section is a summary of our recent trade activity, trade performance and the initiatives underway at the Port to support delivery of the Port Development Strategy and broader freight supply chain efficiencies. It includes disclosures against GRI Economic standards and activities that support the United Nations Sustainable Development Goals.

## Trade growth

Although trade volumes were adversely impacted in the months leading up to May 2020 following the outbreak of COVID-19, volumes rebounded strongly in FY21 as consumers switched their spending from services such as hospitality and travel to goods which are largely imported.

Trade through the Port of Melbourne increased in FY21 with the majority of cargo types achieving strong growth.

The most notable has been growth in container volumes which have grown 14.3% on the previous year driven by growth in imported full containers which grew at 15.7%.

Strong growth was also recorded for motor vehicles which grew at 26.5% off of a low base last year that was impacted by COVID-19. The only cargo type to record negative growth was liquid bulk which was down 11.8% on the previous year due to reductions in imported crude and refined oil.

Imported crude and refined oil continues to be impacted by COVID-19 due to less travel caused by lockdowns and low numbers of international flights. Mobil has announced the closure of their refinery in the wake of COVID-19 which may result in a permanent loss of some liquid bulk imports.



“FY21 saw substantial upheaval in the Victorian and Australian economies due to the impacts of COVID-19. Business closures due to pandemic lockdowns, decreases in immigration levels and the changing nature of personal spending, travel and working arrangements, have changed the way our economy and society now operates”.

Daryl Mutzelburg  
CHIEF FINANCIAL OFFICER



# TOP ORIGIN AND DESTINATION COUNTRIES FY21

## Top 5 Imports: Country of Origin

- China
- USA
- Thailand
- New Zealand
- Malaysia

## Top 5 Exports: Country of Destination

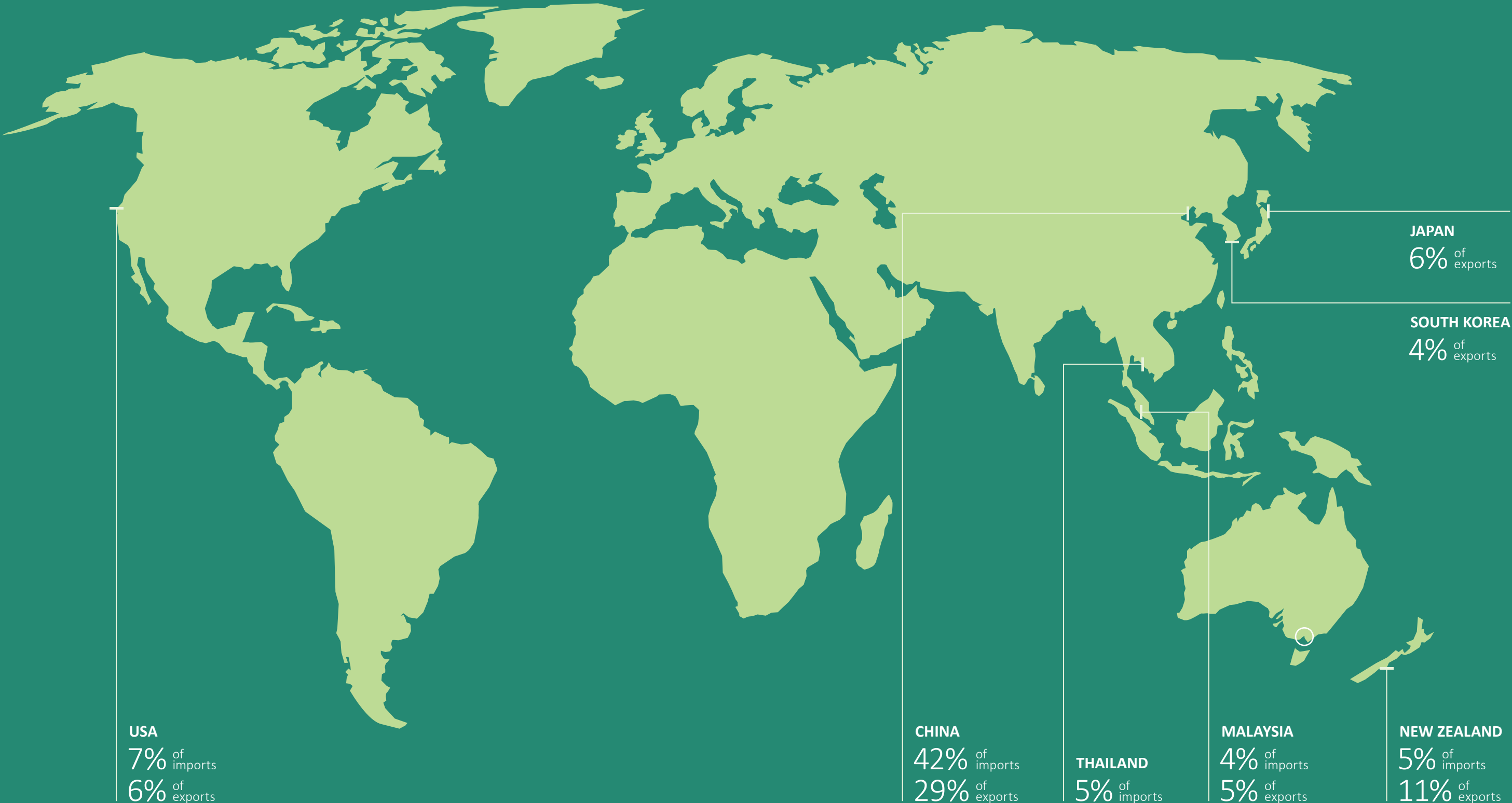
- China
- New Zealand
- Vietnam
- Japan
- USA

## Top 5 Imports: Commodity

- Misc. manufacturing
- Furniture
- Domestic appliances
- Metal manufacturing
- Machinery (non-electrical)

## Top 5 Exports: Commodity

- Timber
- Wheat
- Hay, chaff & fodder
- Fruit, fresh
- Misc. manufacturing





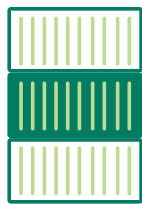


“Over the coming decades there is expected to be a technology transformation in transport directed to moving the industry towards zero carbon, however with timeframes for this transition unknown, the immediate opportunities to lower the environmental impact of freight movement lie within creating a more efficient supply chain”.

**Caryn Anderson**  
EXECUTIVE GENERAL MANAGER  
PORT GROWTH AND PLANNING



# SUSTAINABLE TRADE GROWTH



## Container Logistics Chain Study

Freight movements are essential to support the way we live, work, study and play. A clear and informed understanding of the way freight is moved in containers to and from importers and exporters helps industry, government, PoM and the wider community understand current issues, and to plan for the future.

This year the 2020 Container Logistics Chain Study was completed. The study, which was a joint project with the Department of Transport, tracked container movements across the Port freight supply chain to provide a more detailed view of where and how containers move to and from the Port.

The report highlighted a number of substantial changes in the Port’s container logistic chain in the ten years between 2009 (when the first container logistics report was done) and 2019 which will be used to plan Victoria’s future freight network.

Key observations from the report included:

- The centre of activity for container movements remains in the west of Melbourne, and this appears likely to continue to grow.
- Amenity of residents in inner Melbourne should be considered as part of the growth in container movements in western Melbourne.
- Strategic transport planning to meet freight needs is necessary across Metropolitan Melbourne.

The data and findings of the report support a range of proposed and planned supply chain initiatives that seek to create a more efficient supply chain with a lower environmental footprint per container than current practices. This includes projects like:

- Inland Rail and interstate freight terminals.
- The Victorian Freight Plan.
- Increasing rail mode share and Port rail shuttles.
- Road and freight network design for High Productivity Freight Vehicles.
- Port use of the former Melbourne Market site on Footscray Road.
- Capacity improvements through operation spreading across 24 hours.
- The Victorian Principal Freight Network.

## Ten year trend in movement of containers around Victoria

METRIC	2019	2009	CHANGE
Total port container trade	2,962,341	2,118,865	↑ 843,476
Full international and mainland import containers	1,204,624	816,599	↑ 388,025
Full international and mainland export containers	685,252	555,154	↑ 130,098
Use of 40 foot containers International and mainland import and export containers that were 40 foot units	56%	39%	↑ 44%
Import destination - Metropolitan Melbourne Full international and mainland import containers that had a metropolitan Melbourne destination	1,132,861	712,999	↑ 419,862
	94%	87%	↑ 8%
Import destination - Western Suburbs Full international and mainland import containers that had a destination in the outer western suburbs of Melbourne	448,904	215,414	↑ 233,490
	37%	26%	↑ 41%
Import destination - Northern Suburbs Full international and mainland import containers that had a destination in the outer northern suburbs of Melbourne	188,178	157,362	↑ 30,816
	16%	19%	↓ -19%
Export origin - Interstate Full international and mainland export containers that had an interstate origin	64,201	127,674	↓ -63,473
	9%	23%	↓ -59%
Staging - Imports Full import containers that were staged at a transport depot	1,051,000	636,000	↑ 415,000
	82%	71%	↑ 16%
Staging - Exports Full export containers that were staged at a transport depot	328,000	292,000	↑ 36,000
	40%	44%	↓ -9%
Rail mode share Port containers that were transported by rail	223,000	283,000	↓ -60,000
	8%	14%	↓ -55%
Rail - Exports Full export containers that were transported by rail	138,000	135,000	↑ 3,000
	17%	20%	↓ -15%
Road - HPFVs Percentage of trucks involved in the transport of containers that were HPFVs	24%	13%	↑ 85%

Note: containers volumes are expressed in TEU and exclude transshipments



# SUSTAINABLE PORT DEVELOPMENT

“The deployment of larger vessels into the Australian market is occurring sooner than expected at the time of the Port Lease in 2016. We are positioning the Port for this change and to meet the changing needs of industry”.

Keith Gordon  
EXECUTIVE GENERAL MANAGER OPERATIONS

## Adapting to the changing shipping fleet

PoM has continued its significant program to prepare the Port of Melbourne for the changing nature of international shipping. In response to increasing container trade around the world, container ships are growing in size and increasing the capacity to deliver greater economies of scale by handling more trade with less ship visits. These larger vessels tend to be modern, fuel efficient, quieter and produce lower levels of greenhouse gases per container moved.

The largest capacity container ships to visit the Port of Melbourne to date are a 10,622 TEU vessel which called at Webb Dock International Container and a 9,784 TEU vessel at Swanson Dock Terminal.

Extensive work has been done around Swanson Dock to allow the two container terminals to accommodate larger ship sizes. Work across the Port to accommodate large ships has included:

- Selective dredging of the Yarra River channel and Swanson Dock swing basin;
- Bollard upgrades; and
- Construction of a mooring dolphin at Webb Dock.

## Intermodal support – port rail shuttle

The Victorian Government, PoM and industry are continuing to invest in rail infrastructure to develop a metropolitan port rail shuttle network. In collaboration with industry, the Victorian Government is currently supporting the development of three metropolitan intermodal terminals, in Somerton, Altona and Dandenong South, while PoM is currently investing more than \$125M in rail infrastructure and a new operating framework to receive port rail shuttles.

In addition, PoM’s Port Development Strategy includes the need for a port rail shuttle link to Webb Dock, which will be the location of much of the Port’s future growth in container volumes. More information is provided in *Our Plan for Rail*, available on our website.

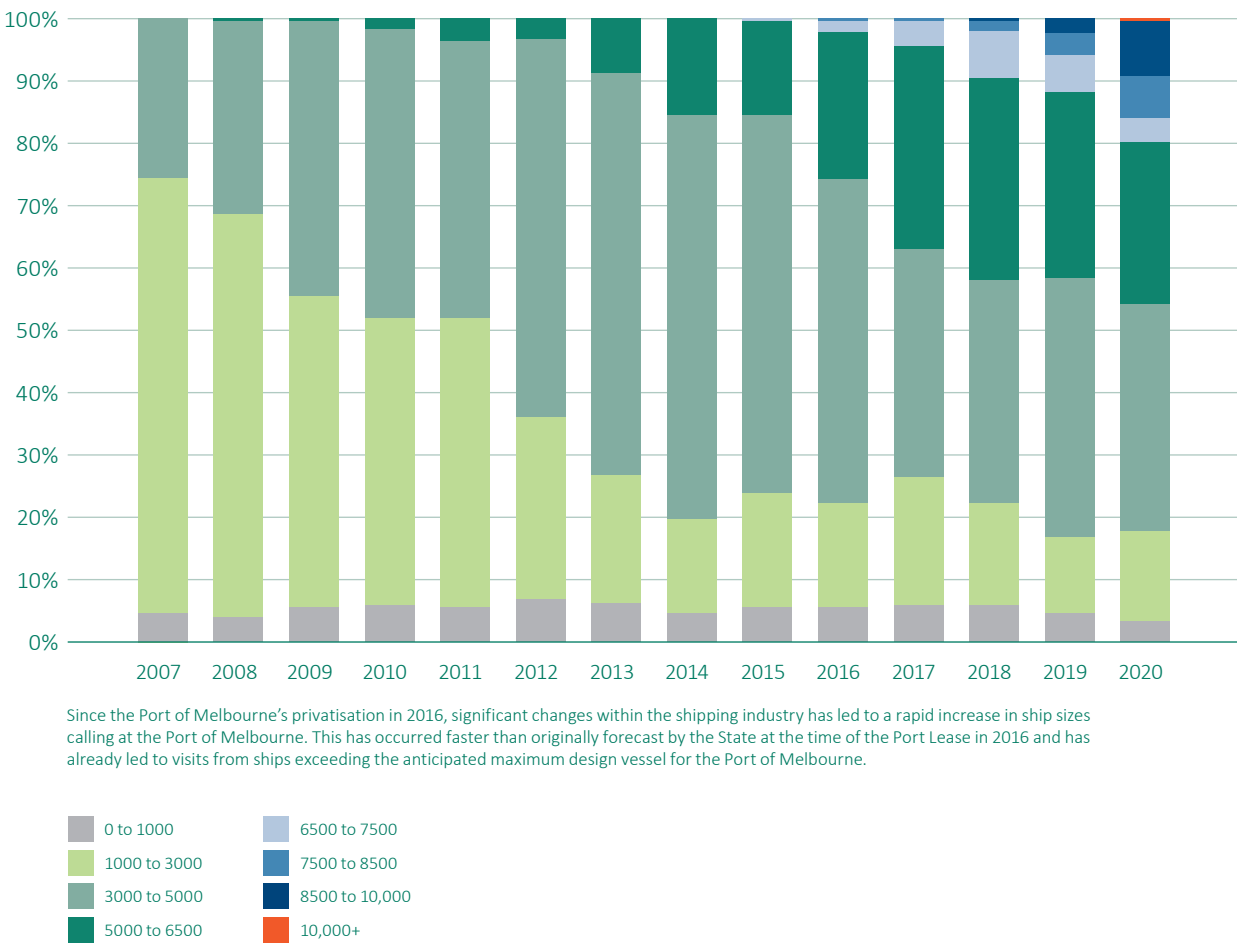
As an enhancement of the Inland Rail Project, the Commonwealth Government has pledged \$2B for a Melbourne Intermodal Terminal. PoM strongly advocates for this intermodal terminal to be located at Truganina in the western suburbs. This location will provide the most effective consolidation point for the majority of the Port’s international import and export containers that are located to the west and north of Melbourne. This position is supported by the findings of the 2020 Container Logistics Chain Study.

A port rail shuttle link between Truganina and the Port will maximise the volume of the Port’s containers transported by rail.

PoM is committed to increasing the amount of freight on rail for both metropolitan Melbourne and its regional customers. Freight on rail reduces truck movements, noise and air pollution, and improves safety and amenity for communities, particularly in Melbourne’s inner-west.

It will be important to work closely with governments at all levels and industry to position Victoria’s freight rail network for success. This involves careful planning for future freight rail use, preserving corridors and network capacity and planning for allocated paths where the network is shared.

## TEU capacity range of vessels visiting the Port





An aerial photograph of a multi-lane highway. A large orange semi-truck with a brown container is driving in the right lane. A small dark car is in the left lane. The highway is separated by a concrete barrier. The text '08. CORPORATE GOVERNANCE' is overlaid on the left side of the image.

# 08. CORPORATE GOVERNANCE



# OUR ORGANISATION



The Port of Melbourne Board Charter outlines the principles the Board of Port of Melbourne Operations Pty Ltd intends to uphold while carrying out its duties. It outlines the roles and responsibilities of the Independent Chair, Directors and Company Secretary, the establishment and operation of Board Committees and conflict of interest obligations.

The Port of Melbourne Code of Conduct governs the conduct of our employees and contractors by establishing a clear standard of behaviour expected of all employees, and fosters a positive work environment where everyone’s rights are maintained.

The Code of Conduct is supported by a suite of policies, frameworks and guidelines that reflect Port of Melbourne’s commitment to governance, anti-corruption, ethical conduct, equal opportunity, occupational health and safety, and privacy. These are reviewed every two years to ensure they continue to reflect our workplace expectations.

Port of Melbourne has a formal support structure in place to assist employees with any concerns or grievances they may have, including a Whistleblower Policy.

<div><div>GLOBAL INFRASTRUCTURE PARTNERS</div><div>futurefund <small>Australia's Sovereign Wealth Fund</small></div><div>OMERS</div><div>QIC</div></div>					
OUR BOARD					
INDEPENDENT CHAIR John Stanhope					
Russell Smith Veeral Kanji		James White Robert Nicholson		Christopher Curtain Kevork Sahagian	
Robert Stewart (Alternate)		Matina Papathanasiou (Alternate)			
OUR EXECUTIVE					
CHIEF EXECUTIVE OFFICER Brendan Bourke					
OUR DIVISIONS & EXECUTIVE LEADERS	OFFICE OF THE CEO	PORT OPERATIONS	GROWTH & PLANNING	FINANCE	COMMERCIAL
	Tiffany Newgreen General Council and Company Secretary  Alex Kuras Head of People and Culture	Keith Gordon EGM Operations	Caryn Anderson EGM Port Growth and Planning	Daryl Mutzelburg Chief Financial Officer	Shaun Mooney EGM Commercial
OUR FUNCTIONS	People & Culture	Program Delivery	Port Planning	Corporate Finance	Property
	Business Support	Asset Maintenance	Strategic Planning	Finance Operations	Trade & Business Development
	Internal Communications	Asset Planning	Business Planning & Performance	Financial Accounting	Intermodal
	Corporate Governance	Project Management & Finance	Concession Management	Financial Control	
	Legal Services	Compass	Land Use Planning	Management Accounting	
	Sustainability	Marine Services	Transport Planning	Information Technology	
		Environmental Mgt	Strategic Portfolio Management	Regulatory	
		Hydrographic Survey	Corporate Relations	Treasury, Risk and Finance	
		Land Survey and Spatial Data		Port Statistics	
		Security and Emergency Mgt			
		Health and Safety			



# 09. DISCLOSURES





# DISCLOSURES

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	RELEVANT CHAPTER	NOTES	OMISSIONS
GRI 101: Foundation				
GRI 102: General Standard Disclosures				
Organisational Profile				
	102-1: Name of the organisation	Port of Melbourne at a glance		
	102-2: Activities, brands, products and services	Port of Melbourne at a glance		
	102-3: Location of headquarters	Back page of document		
	102-4: Location of operations	Port of Melbourne at a glance		
	102-5: Ownership and legal form	Port of Melbourne at a glance		
	102-6: Markets served	Our Strategy: Economy		
	102-7: Scale of the organisation	Port of Melbourne at a glance; Our Strategy: Social (Workplace)		The Port of Melbourne Group is not considered to be a disclosing entity and financial data and results are therefore not provided in this report
	102-8: Information of employees and other workers	Our Strategy: Social (Workplace)		
	102-9: Supply chain	Our Strategy: Social (Stakeholders and Community); Our Strategy: Economy		
	102-10: Significant changes to the organisation and its supply chain	Our Strategy: Social (Workplace)	There have been no significant changes to our supply chain in FY21	
	102-11: Precautionary Principle of approach	Our Strategy: Environment; Governance		
	102-12: External initiatives	Global Sustainability Guidance (United Nations Sustainable Development Goals); Governance (ISO Certification); TCFD		
	102-13: Membership of associations	Our Strategy: Social (Stakeholders and Community)		

GRI STANDARD	DISCLOSURE	RELEVANT CHAPTER	NOTES	OMISSIONS
Strategy				
	102-14: Statement from the senior decision maker	Message from our CEO		
	102-15: Key impacts, risks, and opportunities	Sustainability at the Port of Melbourne (for overview); specific initiatives provided throughout		
Ethics and Integrity				
	102-16: Values, principles, standards and norms of behaviour	Port of Melbourne at a glance, Our Strategy: Social (Workplace); Governance		
	102-17: Mechanisms for advice and concerns about ethics	Our Strategy: Social (Workplace); Governance		
Governance				
	102-18: Governance structure	Corporate Governance		
	102-19: Delegating authority	Corporate Governance; Sustainability at Port of Melbourne		
	102-20: Executive-level responsibility for economic, environmental and social topics	Corporate Governance; Sustainability at Port of Melbourne		
	102-21: Consulting stakeholders on economic, environmental and social topics	Our Strategy: Social (Workplace); Our Strategy: Social (Stakeholders and Community); Corporate Governance		
	102-22: Composition of the highest governance	About Port of Melbourne, Our Strategy: Social (Workplace); Corporate Governance		
	102-23: Chair of the governance body	Governance		
	102-24: Nomination and selection of the highest governance body	N/A		The Directors of the Port of Melbourne Board are appointed by securityholders in accordance with the Securityholders Agreement. Committees are established by the Board and once established the membership of each committees is reviewed by the relevant committee annually



# DISCLOSURES

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	RELEVANT CHAPTER	NOTES	OMISSIONS
Governance (cont)				
	102-25: Conflicts of Interest	N/A		Port of Melbourne has a Conflicts of Interest Guideline that clarifies the expectations, provisions and procedures associated with managing conflicts of interest internally
	102-26: Role of highest governance body in setting purpose, values and strategy	Corporate Governance		
Stakeholder Engagement				
	102-40: List of stakeholder groups	Our Strategy: Social (Stakeholders and Community)		
	102-41: Collective bargaining agreements	Our Strategy: Social (Workplace)		23 per cent of Port of Melbourne staff are covered by Enterprise Agreements
	102-42: Identifying and selecting stakeholders	Our Strategy: Social (Stakeholders and Community)		
	102-43: Approach to stakeholder engagement	Our Strategy: Social (Stakeholders and Community)		
	102-44: Key topics and concerns raised	Sustainability at Port of Melbourne	Changes made include: Reporting year: Financial Year 2021; and,  Completion of Port of Melbourne's Sustainability Framework which guide the Report	
Reporting Practice				
	102-45: Entities included/not included in the consolidated financial statement	N/A		
	102-46: Defining report content and topic boundaries	Sustainability at Port of Melbourne		
	102-47: List of material topics	Sustainability at Port of Melbourne, and provided throughout		
	102-48: Restatements of information	N/A		
	102-49: Changes in reporting	Sustainability at Port of Melbourne - Reporting boundary		

GRI STANDARD	DISCLOSURE	RELEVANT CHAPTER	NOTES	OMISSIONS
	102-50: Reporting period	Sustainability at Port of Melbourne - Our Sustainability Report		
	102-51: Date of most recent report	October 2020		
	102-52: Reporting cycle	Sustainability at Port of Melbourne - Reporting boundary		
	102-53: Contact point for questions regarding the Report	Contact Us (back page)		
	102-54: Claims of reporting in accordance with the GRI Standards	Sustainability at Port of Melbourne - Reporting boundary		
	102-55: GRI content index	Disclosures		
	102-56: External assurance	N/A		
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	N/A	Provided throughout	
	103-2: The management approach and its components	N/A	Provided throughout	
	103-3: Evaluation of the management approach	N/A	Provided throughout	
GRI 200: Economic Standards				
GRI 201: Economic Performance	201-2: Financial implications	Our Strategy: Economy		
GRI 202: Market Presence	202-1: Ratios of standard entry level wage by gender compared to local minimum wage	N/A	Port of Melbourne's general workplace protections and employment terms and conditions comply with the Fair Work Act 2009  All Port of Melbourne employees are paid above the minimum wage	
GRI 202: Market Presence	202-2: Proportion of senior management hired from the local community	Our Strategy: Social (Workplace)		
GRI 203: Indirect Economic Impacts	203-1: Infrastructure investments and services supported	Provided throughout		



# DISCLOSURES

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	RELEVANT CHAPTER	NOTES	OMISSIONS
<b>GRI 200:</b> Economic Standards (cont)				
	<b>203-2:</b> Significant indirect economic impacts	Our Strategy: Economy	Economic studies completed in 2018 for the Port of Melbourne showed that the Port supported almost 30,000 full-time equivalent (FTE) jobs in Australia, one third of which were directly related to the delivery of Port services	
<b>GRI 205:</b> Anti-corruption	<b>205-3:</b> Confirmed incidents of corruption and actions taken	N/A		
<b>GRI 206:</b> Anti-competitive behaviour	<b>206-1:</b> Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	N/A		No legal actions for anti-competitive behaviour, anti-trust and monopoly practices have taken place in the reporting year
<b>GRI 300:</b> Environmental Standards				
<b>GRI 302:</b> Energy	<b>302-1:</b> Energy consumption within the organisation	Our Strategy: Environment		
	<b>302-4:</b> Reduction of energy consumption	Our Strategy: Environment		
<b>GRI 303:</b> Water and Effluents	<b>303-3:</b> Water withdrawal	Our Strategy: Environment		
<b>GRI 304:</b> Biodiversity	<b>304-1:</b> Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our Strategy: Environment	Regular inspections of publically accessible Port lands have not detected any ecosystem impacts from Port activities in the reporting year	
<b>GRI 305:</b> Emissions	<b>305-1:</b> Direct (Scope 1) GHG emissions	Our Strategy: Environment		
	<b>305-2:</b> Energy indirect (Scope 2) GHG emissions	Our Strategy: Environment		
	<b>305-3:</b> Other indirect (Scope 3) GHG emissions	Our Strategy: Environment		
	<b>305-5:</b> Reduction of GHG emissions	Our Strategy: Environment		
	<b>306-2:</b> Waste by type and disposal method	Our Strategy: Environment		

GRI STANDARD	DISCLOSURE	RELEVANT CHAPTER	NOTES	OMISSIONS
	<b>306-4:</b> Transport of hazardous waste	N/A	Port of Melbourne engages contractors to conduct activities regarding dangerous waste  Relevant contractors provide monthly Health, Safety and Environment reports as part of their management activities	
<b>GRI 307:</b> Environmental Compliance	<b>307-1:</b> Non-compliance with environmental laws and regulations		Port of Melbourne has implemented an environmental assurance program to determine whether contamination, pollution or an environmental hazard exists via the following: <ul style="list-style-type: none"><li>inspection and assurance activities</li><li>groundwater monitoring programs</li><li>marine pollution response</li></ul> There have been no incidents of non-compliance with environmental laws and regulations in the reporting year	
<b>GRI Social Standards</b>				
<b>GRI 401:</b> Employment	<b>401-3:</b> Parental leave	Our Strategy: Social (Workplace)		
<b>GRI 402:</b> Labour/ Management Relations	<b>402-1:</b> Minimum notice periods regarding operational changes	N/A	Port of Melbourne seeks to provide employees with as much notification as possible regarding any workplace changes	
<b>GRI 403:</b> Occupational Health and Safety	<b>403-1:</b> Occupational health and safety management system	Our Strategy: Social (Workplace)		
	<b>403-6:</b> Promotion of worker health	Our Strategy: Social (Workplace)		
<b>GRI 404:</b> Training and Education	<b>404-1:</b> Average hours of training per year per employee	Our Strategy: Social (Workplace)		
	<b>404-2:</b> Programs for upgrading employee skills and transition assistance programs	Our Strategy: Social (Workplace)		



# DISCLOSURES

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	RELEVANT CHAPTER	NOTES	OMISSIONS
GRI Social Standards (cont)				
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees	Our Strategy: Social (Workplace)		
GRI 406: Non-Discrimination	406-1: Incidents of non-discrimination and corrective actions taken	N/A		There have been no incidents of non-discrimination in the reporting year
GRI 411: Rights of Indigenous Peoples	411-1: Incidents of violations involving rights of indigenous peoples	N/A		There have been no incidents of human rights violations of indigenous peoples in the reporting year
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments and development programs	Our Strategy: Social (Stakeholders and Community)		
GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A		There have been no incidents of customer privacy breaches in the reporting year
GRI 419: Socioeconomic compliance	419-1: Non-compliance with laws and regulations in the social and economic area	N/A		





# 10. APPENDIX





# STAKEHOLDER SUMMARY

STAKEHOLDER GROUP	ENGAGEMENT MECHANISM
<b>Customers</b> Including tenants, port users and port supply chain participants	<ul style="list-style-type: none"> <li>Stakeholder meetings</li> <li>Engagement forums</li> <li>Virtual drop ins</li> <li>Surveys</li> <li>Online reporting</li> <li>Commercial negotiations</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Town hall meetings</li> <li>Intranet and internal communication</li> <li>Forums and workshops</li> <li>Surveys</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>Board Committees</li> <li>Working groups</li> <li>Reports</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>Digital and social platforms</li> <li>Sponsored activities</li> <li>Correspondence (meetings, phone calls)</li> </ul>
<b>Government, Industry bodies and regulators</b>	<ul style="list-style-type: none"> <li>Stakeholder meetings</li> <li>Industry round tables</li> <li>Port tours</li> <li>Business Development</li> <li>Conferences</li> <li>Newsletters</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>Correspondence (email, phone, interviews)</li> <li>Media releases</li> <li>Digital and social media</li> </ul>

KEY TOPICS	EXAMPLES
<ul style="list-style-type: none"> <li>Industry updates</li> <li>Our framework of obligations</li> <li>Prescribed services and Pricing</li> <li>Non-prescribed services update</li> <li>Investment planning overview</li> <li>Infrastructure planning</li> <li>Future engagement framework</li> </ul>	<ul style="list-style-type: none"> <li>Industry stakeholder consultation program 2021</li> </ul>
<ul style="list-style-type: none"> <li>Corporate strategy and operations</li> <li>Business performance</li> <li>Workplace culture and engagement</li> <li>Health, safety, wellbeing and opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Town hall meetings</li> <li>Internal newsletters</li> <li>Staff sentiment survey</li> </ul>
<ul style="list-style-type: none"> <li>Environment, social and governance matters</li> <li>Business and financial performance</li> <li>Port Development Strategy</li> <li>Government engagement</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly ESG reports</li> <li>Trade reports</li> <li>Safety and Sustainability Committee</li> <li>Board strategy days</li> </ul>
<ul style="list-style-type: none"> <li>Local community impacts (noise, heavy vehicles, air pollution)</li> <li>Supporting local community groups</li> </ul>	<ul style="list-style-type: none"> <li>Compliant management</li> <li>Twitter, Facebook</li> <li>Community newsletter</li> <li>Community partnership events</li> </ul>
<ul style="list-style-type: none"> <li>Port regulatory framework and obligations</li> <li>Port Development Strategy</li> <li>Intermodal support</li> <li>Land use planning</li> <li>Business performance</li> <li>Heritage</li> </ul>	<ul style="list-style-type: none"> <li>Industry briefings</li> <li>ESC, MP, Melbourne Port Lessor Boat Tours</li> <li>Australian Women in Transport Forum</li> <li>Australasian Railway Association webinar for Women in Rail</li> <li>Australasian Supply Chain Institute International Women’s Day Breakfast</li> </ul>
<ul style="list-style-type: none"> <li>Port Development Strategy</li> <li>Industrial relations</li> <li>Intermodal support</li> <li>Operational issues</li> </ul>	<ul style="list-style-type: none"> <li>Media releases</li> </ul>







# CONTACT US

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