Port of Melbourne

2025 Sustainability Report

Acknowledgement of Country

PoM acknowledges the Bunurong, Wadawurrung, and Wurundjeri Peoples of the Kulin Nation as the Traditional Custodians of the land and waters on which our business operates.

We recognise and value their unique cultural heritage, customs, spiritual beliefs, and relationship with the land. We pay our respects to their Elders past, present, and emerging, and to all Aboriginal and Torres Strait Islander peoples across the communities in which we work.

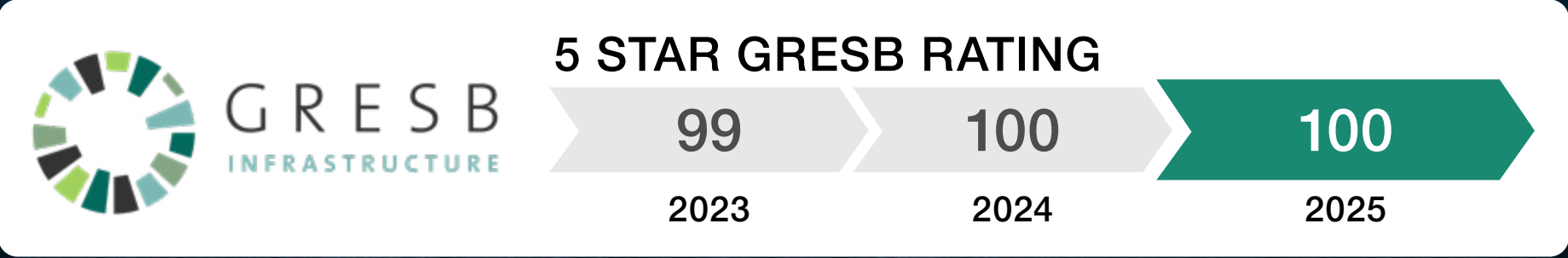*Connection to Country* (2022) – Kamara Morgan

Kamara Morgan is a proud Yorta-Yorta, Gunai-Kurnai, Dja Dja Wurrung, Boonwurrung, Taungurung and Baraparapa Aboriginal artist specialising in contemporary Aboriginal art.

About the art: The piece represents the land and waters on which PoM operates. The blue circles joined by blue lines represent the role we play in facilitating trade. The oval shapes that are linked together on the water and land show the connection between Boonwurrung, Wadawurrung, and Wurundjeri people and their history, culture, and relationship to the water and land. The 'U' shapes represent people from the three countries working with PoM in managing and maintaining the port land and the waterways.

FY25 highlights

People

Tier 1
Mental Health First Aid Australia **Skilled** Workplace Recognition

RECONCILIATION ACTION PLAN INNOVATE
Initiated Innovate RAP

69%
Employee Experience Pulse Survey Score

Planet

61%
Of our electricity comes from renewable sources under PoM's Renewable Power Purchase Agreement (PPA)

62%
Reduction in PoM's **Scope 1 & 2 emissions** since FY22 baseline

78%
Of our **Scope 3** emissions have had direct engagement about climate resilience and decarbonisation

Prosperity

3.39M
Annual TEU of container trade through the port

$154B
Value of trade through the port in FY25

96%
Suppliers based in Australia

Partnerships

$231,000
Community partner cash contribution

4,475
Students participated in the Port Education programs

Over 18,000
Number of Seafarers served by our seafarers' welfare Community Partners

Port of Melbourne

GRESB INFRASTRUCTURE

5 STAR GRESB RATING

99	100	100
2023	2024	2025

CERTIFIED
ISO 9001
ISO 14001
ISO 45001
ISO 55001

BUREAU VERITAS

A message from our CEO

I am pleased to present Port of Melbourne's FY25 Sustainability Report to share our progress over the past year.

As Australia's largest general cargo and container port, the port is a vital trading gateway for South-Eastern Australia, facilitating more than one third of the nation's container trade and enabling economic activity in the region.

Sustainability continues to be important to the port's operations and growth. Our Sustainability Strategy guides our focus and actions across four pillars: People, Planet, Partnerships and Prosperity.

In FY25, we have refreshed this Strategy to better align with our corporate goals and future opportunities, and I am pleased to report the milestones and performance that we achieved.

Responding to trade growth to meet future needs of the Victorian economy

Trade continued to grow in FY25, with a record $154 billion worth of goods passing through the port.

Our stewardship obligations require us to ensure that port capacity can meet the future demands of Victoria's growing economy. PoM has invested over $1 billion in enhancing and maintaining port infrastructure since 2016, with up to another $1.5 billion expected to be spent by 2030.

Taking care of our people

We aim to foster an inclusive, high-performing workplace that ensures the health, safety and wellbeing of our people.

In FY25, we refined our People and Culture Strategy to better support capability development, meet future workforce needs, and enhance performance. Employee engagement and career development continue to be a high priority to support our workforce.

To assist in supporting our employees' wellbeing, we also maintained our focus on mental health and Tier 1 Mental Health First Aid Australia Workplace certification.

I am pleased to report that we maintained our strong workplace safety record, strengthened accountability, and enhanced risk management through our Safety Critical Risk Management Program. This year, we achieved ISO standards recertification of our Integrated Management System, which guides our quality, environment, health and safety, and asset management approach.

Engaging our stakeholders

As the manager of the port, we endeavour to align the interests of our tenants, the port industry and the Victorian Government to grow the port and deliver efficient infrastructure. We also seek to hear directly from local communities to understand their views on the port's future.

In FY25, we continued to engage with our stakeholders on everyday matters, as well as through a range of distinct engagement programs linked to major port activities happening now and into the future. This included significant stakeholder engagement to develop our 2055 Port Development Strategy which sets out a port development vision for the future development of the port for the next 30 years.

We also initiated our two-year Innovate Reconciliation Action Plan which builds upon our activities to date and advances our commitment to reconciliation.

Responding to climate change

We recognise climate change is a global challenge with broad impacts. In FY25, we updated our Climate Change Statement, which affirms our commitments to managing climate-related risks and opportunities to support the port's long-term sustainability and assets resilience.

We have a Net Zero target by 2030 for our Scope 1 and 2 emissions and have achieved a reduction of 62% since FY22. This year we continued to engage with our stakeholders to deepen our understanding of their Scope 3 emissions and identify climate resilience opportunities across the port's value chain.

Our approach to managing and disclosing climate risks and opportunities is guided by the Australian Sustainability Reporting Standards (ASRS), and we will continue to align our voluntary and mandatory disclosures accordingly.

Meeting our sustainability commitments

We hold ourselves accountable for our sustainability commitments through external benchmarks and verification of our achievements and transparently reporting on our sustainability performance each year.

In FY25, we maintained our 5-star Global Real Estate Sustainability Benchmark (GRESB) Infrastructure rating, ranking equal first among Australian and global ports. I am pleased to report that we again scored the maximum possible 100 points on GRESB's independent review of our policies, risk management, and key metrics.

We have also now completed two years of our six-year Sustainability Linked Loan period and met all its sustainability performance targets, including to reduce emissions, engage with port stakeholders and progress workplace mental health.

Looking ahead

We remain committed to annually disclosing our sustainability performance and continuing to integrate sustainability into what we do.

I thank the Port of Melbourne Board, Executive Leadership Team, and all our employees for their contributions to our sustainability program and look forward to our continued collaboration to achieve our sustainability objectives.

Saul Cannon
CEO

Contents

About us

About this report

This Sustainability Report provides an overview of PoM's economic, environmental, social and governance performance and outlines how these activities are integrated into our business operations and decision-making.

Reporting scope

This report provides an overview of the activities and performance of entities that are part of the Port of Melbourne Group (referred to as 'PoM', '**we**', '**our**' or '**us**'), comprising:

Port of Melbourne Operations Pty Ltd as trustee for the Port of Melbourne Unit Trust;

Lonsdale Operations Hold Pty Limited as trustee for the Lonsdale Operations Hold Trust;

Lonsdale Asset Hold Pty Limited as trustee for the Lonsdale Asset Hold Trust;

Lonsdale Asset Property Pty Limited as trustee for the Lonsdale Asset Property Trust;

Lonsdale Finance Pty Limited; and

Lonsdale Finance Hold Pty Limited.

Port of Melbourne Operations Pty Ltd (as trustee for the Port of Melbourne Unit Trust) is the operating entity of PoM and provides services to the entities within PoM under management agreements.

This report reflects the activities under PoM's control associated with our landlord model of operation.

It covers activities related to PoM's head office and PoM-controlled sites, assets, and activities, including the Short Road maintenance facility, Port Education Centre, common user facilities, hydrographic surveying vessel, company cars, and employee operations. It also includes certain activities related to planning for the long-term use of port land and shipping channels.

Day-to-day operation of the port is largely undertaken by private businesses, including the provision of cargo shipping, stevedoring, pilotage, towage, and road and rail transport services. These operations are not under PoM's control however they are part of PoM's value chain, and this report provides certain information on these operations, referred to as 'the port' or 'the Port of Melbourne'.

Reporting period

This report is for the 2025 financial year (from 1 July 2024 to 30 June 2025, referred to as FY25) unless otherwise indicated.

Reporting frameworks

This report is aligned with globally recognised frameworks, including but not limited to:

- Global Reporting Initiative (**GRI**) 2021 Universal Standards;
- Sustainability Accounting Standards Board (**SASB**) Standard; and
- Australian Sustainability Reporting Standards (**ASRS**) (for PoM's climate-related disclosures).

We also outline our contributions to the United Nations Sustainable Development Goals and demonstrating our alignment with global sustainability priorities and stakeholder expectations.

In FY25, PoM successfully attained recertification to four ISO Standards being ISO 55001, ISO 45001, ISO 14001, and ISO 9001.

PoM also participates in the annual Global Real Estate Sustainability Benchmark (**GRESB**) Infrastructure Assessment, benchmarking our Environment, Social and Governance (**ESG**) performance against our peers.

We are evolving our reporting practices to remain aligned with emerging sustainability standards and regulatory developments to ensure that our disclosures continue to meet investor needs and market expectations.

Port of Melbourne reporting suite

PoM publishes a range of regular corporate reports to communicate our ongoing strategic direction and performance in key sustainability focus areas. This FY25 Sustainability Report can be read in conjunction with the following publications which provide additional context:

Modern Slavery Statement

PoM's Modern Slavery Statement articulates our commitment to identifying, mitigating, and addressing the risks of modern slavery within our operations and supply chain.

Tariff Compliance Statement

Every year, PoM is required to submit a Tariff Compliance Statement (**TCS**) to the Essential Services Commission (**ESC**). In each TCS we demonstrate how tariffs for the upcoming financial year comply with the Pricing Order, a regulatory instrument issued by the Governor in Council under section 49A of the *Port Management Act 1995* (Vic) (**PMA**).

Port Development Strategy

Our Port Development Strategy (**PDS**) sets out a vision for the future development of the port for the next 30 years. It responds to the anticipated changes from growing trade needs and changing service requirements, providing strategies for developing the port's capacity and efficiency that are underpinned by an adaptable and responsive planning framework.

Safety and Environment Management Plan

The Safety and Environment Management Plan (**SEMP**) is required under section 91C of the *Port Management Act 1995* (Vic) (**PMA**). The SEMP promotes safety and environmental compliance through an integrated risk management system.

Reconciliation Action Plan

Our Innovate Reconciliation Action Plan (**RAP**) outlines the actions that PoM will take in collaboration with local Registered Aboriginal Parties and surrounding First Nations businesses and communities from October 2025 to September 2027.

Disclaimer

This document has been prepared by Port of Melbourne Operations Pty Ltd (as trustee for the Port of Melbourne Unit Trust) on behalf of the entities detailed above which are a part of the Port of Melbourne Group.

This is a proprietary PoM document. While we have made reasonable efforts to ensure that the information and materials provided in this document are free from error, this document is published for information purposes only and is not to be relied upon by any person other than PoM and our employees, contractors, and authorised representatives.

PoM provides no warranty as to the accuracy, adequacy or completeness of any information provided, or as to the suitability of any information contained in the document for any purpose. The information is based on information and sources which PoM believes to be reliable. Such information is intended as general information only and is intended to be current as at the date of this report's publication. PoM recommends that any party seek further advice or make further enquiries which considers the relevant party's particular circumstances before considering or acting on this material further. PoM will not be liable to any third party using or relying on any information contained in this document for any purpose.

The Port of Melbourne

Contributing
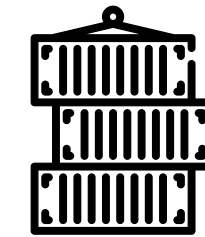**30,000**
jobs and
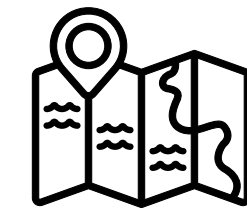**$11B**
to the Australian economy
(FY22 Economic Impact Study)

Operating
24 hours a day,
365 days a year

24/7

Located in the heart of
MELBOURNE
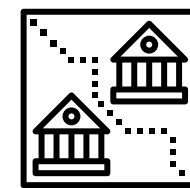
AUSTRALIA'S LARGEST
container and general cargo port

$154B
Value of trade through
the port in FY25

3.39M
Total TEU of trade through the port
TEU: Twenty-foot equivalent unit, the most common
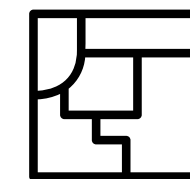container sizes are 20 and 40 feet long.

27
kilometres of waterfront

4 Municipal
boundaries

2,472
Ship visits
Commercial (cargo-carrying) vessels that
berth at a Port of Melbourne berth

31
HECTARES
of open space

18
HECTARES
of publicly
accessible shared
spaces
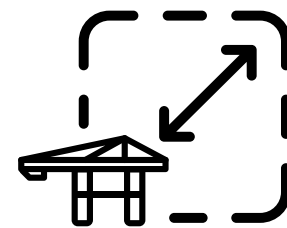
70
Tenants
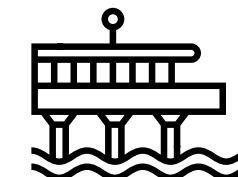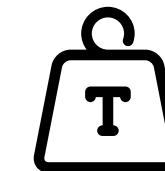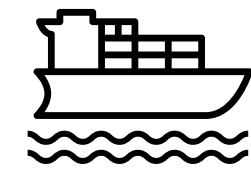Tenant numbers exclude assets such as common user
facilities and navigational aids held by the Port of Melbourne.

30
Commercial berths

113.6M
Revenue tonnes

52
kilometres of
shipping channels

Photo: Andrew Ternes, Senior Hydrographic Surveyor

About the Port of Melbourne

As Australia's largest general cargo and container port, the port is a vital trading gateway for South-Eastern Australia, facilitating more than one third of the nation's container trade and enabling economic activity in the region.

The efficient operation of the port is essential to the daily activities and livelihoods of Australians. Located in the heart of Melbourne, the port services more than 6 million Victorians, and supports thousands of cargo owners to do business. Operating 24 hours a day, 365 days a year, the port handles Victorian imports and exports, the majority of Tasmanian imports and exports, and cargoes moved to and from South Australia and southern New South Wales.

Port infrastructure: investing for the long term

PoM manages 534[4] hectares of land stretching from Williamstown around Port Phillip Bay, to Port Melbourne. PoM manages 52 kilometres of commercial shipping channels within Port Phillip Bay and the Yarra River. Under a long-term lease from the Victorian Government, we are responsible for maintaining and developing these lands, waters, port facilities and the associated infrastructure, which includes 30 commercial berths, wharves, terminal and trade-handling facilities and connections to surrounding road and rail networks.

We plan for the long-term use of port land and shipping channels to support necessary capacity and capability to handle cargo well into the future. PoM will publish the 2055 PDS in December 2025. It responds to growing trade needs and changing service requirements, providing strategies for developing port's capacity and efficiency.

Since late 2016, PoM has invested more than $1 billion to support trade growth. We have additional planned investment in Australia's supply chain infrastructure over the next decade which is intended to deliver capacity that will support economic growth, job creation, and social prosperity.

Port operations and supply chain

The berths, wharves, terminals, and trade handling facilities are used by our 70 tenants and other private businesses who largely undertake the port's daily operations, including the provision of cargo shipping, stevedoring, pilotage, towage, and road and rail transport services.

PoM operates under a regulatory framework overseen by the ESC that regulates prices for Prescribed Services.

Prescribed Services include the provision of channels, berths, short-term storage and access to wharves, roads and rail. Leasing of space and facilities on port land is classified as a non-prescribed service.

[4] with the inclusion of approximately 29 hectares of the former Melbourne Wholesale Market site, for which PoM signed a lease in FY25 and expects to access in 2026.
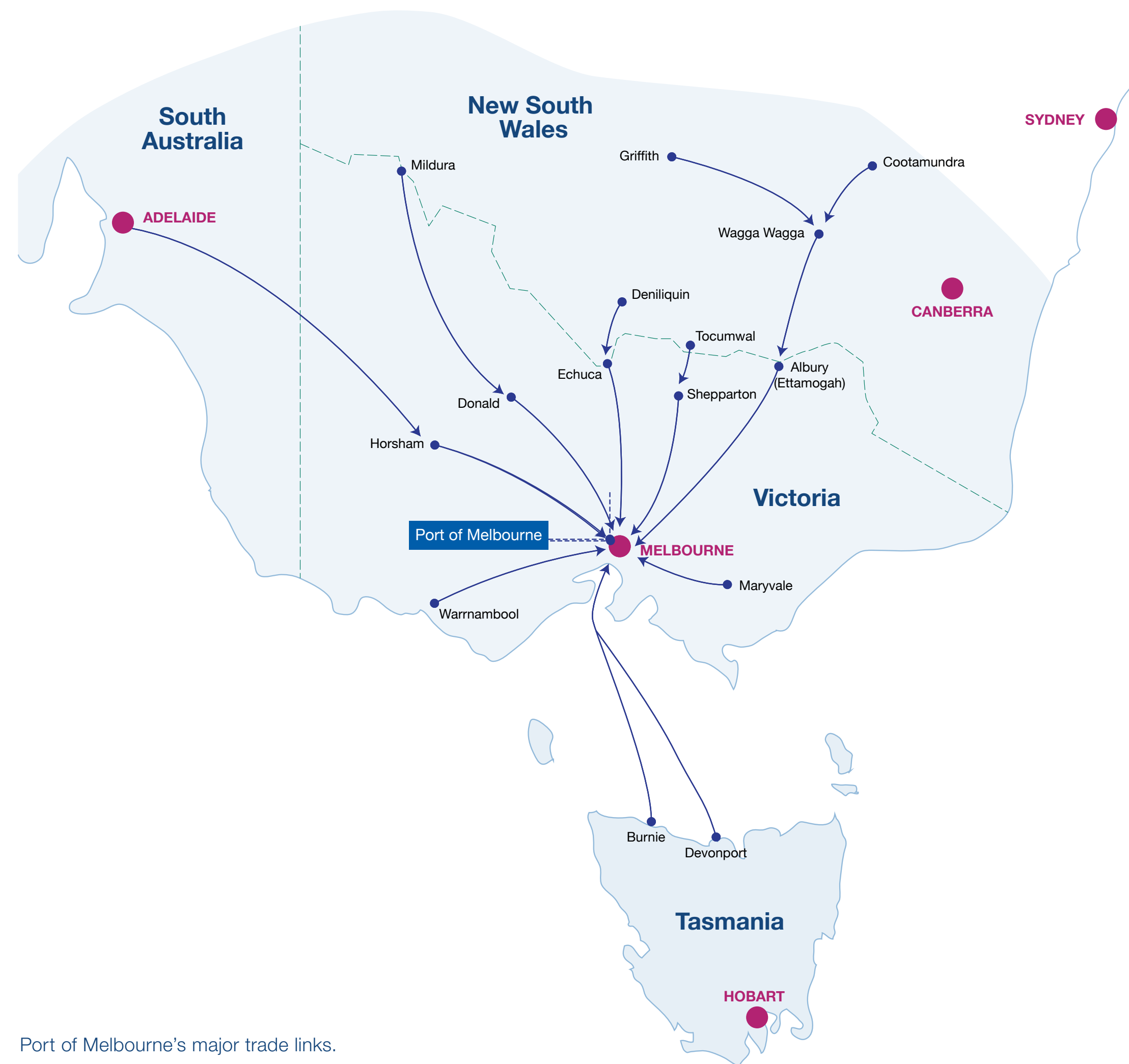
Port of Melbourne's major trade links.

The Port of Melbourne Group

PoM is a landlord port manager and is responsible for the strategic planning, development and management of the port under a lease from the Victorian Government until 2066.

The Port of Melbourne Group is owned by some of the largest and most experienced global infrastructure investors with expertise in managing significant infrastructure assets. They are QIC, Future Fund, Global Infrastructure Partners (GIP) (a part of BlackRock), and OMERS Infrastructure.

PoM operates the port to support the trade needs of the Victorian and Australian economies and those who depend on the port supply chain for everyday goods. We are focused on growing the port's capacity to cater for future demand, as well as maintaining the operational efficiency of our assets and the port freight supply chain. We provide world-class port facilities and services that support Victoria's economic growth and social prosperity.

Our purpose statement

Connecting Australia to the World

PoM is a crucial link in Australia's economy and society by efficiently moving goods, supporting jobs, and connecting communities with the products they need. Our commitment to resilient, future-ready operations underpins economic growth and the everyday lives of Australians. In an ever-evolving global landscape, PoM remains dedicated to **Connecting Australia to the World**.

Our vision, mission and values

Our vision

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

Our mission

Working together with customers and the community, delivering innovative and sustainable port solutions – creating the future and building on our proud history.

Our values

Our values are a shared understanding of what we stand for as an organisation. They describe the things we strive for – with our customers, the community and each other.

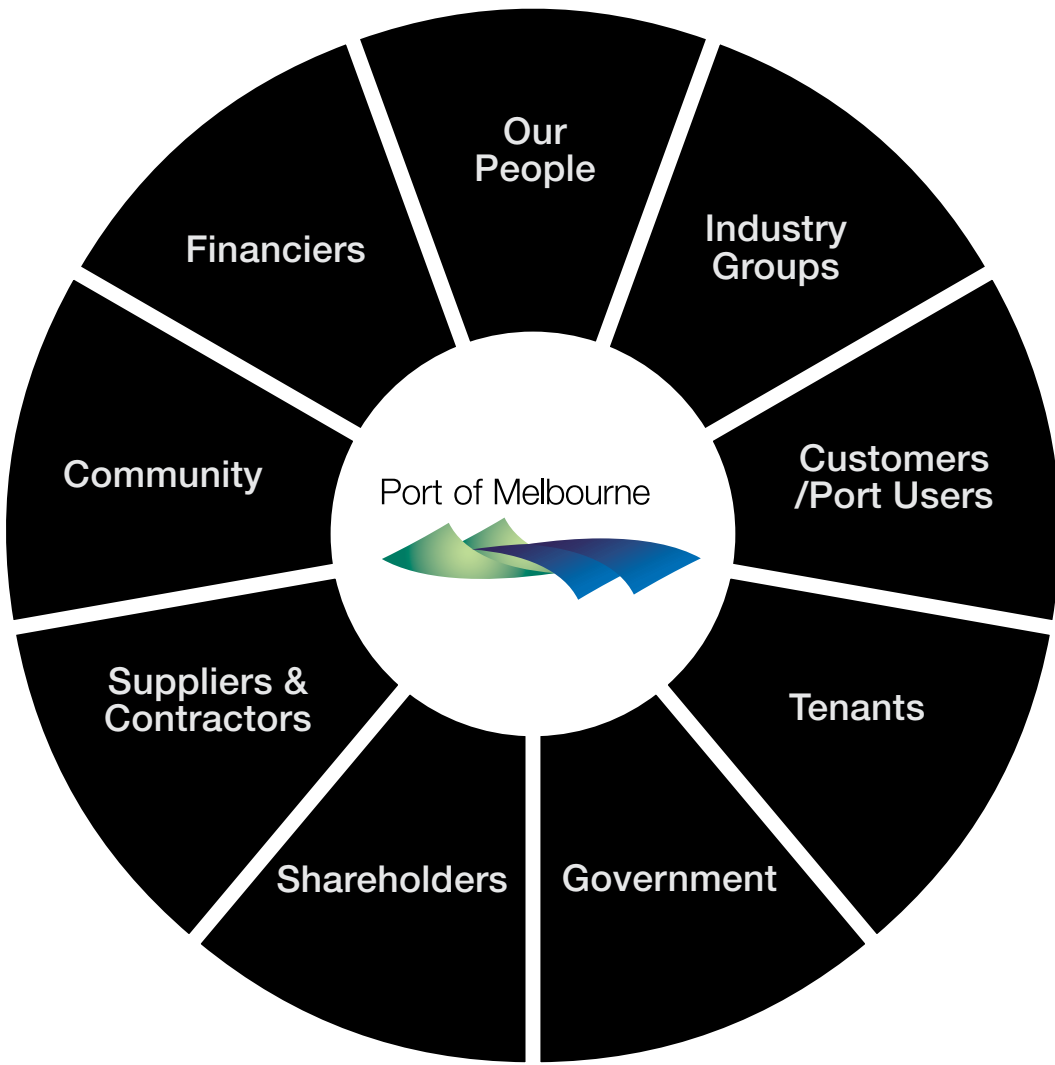| Integrity	Collaboration	Accountability	Adding value
We build trust by acting with honesty and transparency	We achieve more by engaging and working together	We fulfil our commitments, take responsibility for our actions, and celebrate success	We embrace excellence, and innovation in what we do and how we do it

Our stakeholders

As our operations play a vital role in the economy and community, it is essential that we understand our stakeholders' needs and interests and engage with them in a meaningful way.

We recognise the distinct needs of our various stakeholders and consider their interests, both in major initiatives and daily operations.

Stakeholder groups	How we engage
Our people	Employee town hall meetings, intranet and internal communications, employee surveys, and employee training programs. Read more in the People section
Customers and port users (shipping lines, road & rail transport operators, cargo owners, freight forwarders, empty container parks and terminal operators)	Trade and supply chain discussions, industry port tours, supply chain information sessions, conferences, sponsorships, and industry speaking engagements. Read more in the Port users and tenants section
Tenants	Port-wide consultation forums, online briefings and surveys, commercial negotiations, and property management discussions. Read more in the Port users and tenants section
Government and industry groups	Industry round tables, port tours, government submissions, industry working groups and newsletters, conferences and speaking engagements, and government workshops and meetings. Read more in the Partnerships section
Suppliers and contractors	Procurement processes, commercial negotiations, project management, and contract management meetings. Read more in the Our suppliers section
Community	Digital communications, sponsored partnerships and activities, community boat tours, community workshops, dedicated community inbox and contact channels, workplace volunteering, and port education programs. Read more in the Community section
Shareholders	Board and Committee meetings, working groups, and reporting. Read more in the Our governance section
Financiers and credit rating agencies	Semi-annual performance updates, transactional roadshows and presentations, and financial reporting. Read more in the Prosperity section

Stakeholder engagement framework

Our Stakeholder Engagement Framework outlines how we engage with port users, government and regulators, industry partners, our neighbours, and the wider community.

Aligned with the International Association for Public Participation, our stakeholder engagement principles are to be genuine, inclusive, timely, transparent, accountable, and demonstrate continuous improvement.

We are committed to meeting our regulatory framework obligation to effectively consult with port users. Our Pricing Order Engagement Protocol (**POEP**) outlines our approach to consultation on pricing matters and incorporation of port users' feedback into decision-making. The Statement of Regulatory Approach published by the ESC also provides us with guidance as to how to demonstrate effective engagement, including identifying what we heard, how we closed the loop, and how port users informed decision making.

Our principles	Pricing order engagement protocol	Statement of regulatory approach
Genuine Inclusive Timely Transparent Accountable Continuous improvement	Five consultation steps: 1. Identify needs 2. Plan approach 3. Implement 4. Port user feedback 5. Consideration and decision making	Demonstrate that PoM has consulted effectively with port users and had regard to the comments provided by port users

Our Sustainability Strategy

Sustainability principles form part of our corporate strategy to guide our economic, environmental, social and governance objectives.

Our Sustainability Strategy sets out these overall objectives and how they will be met across a range of detailed focus areas that are important to the long-term success and sustainability of the port.

Our Sustainability Strategy:

- creates a clear vision for our overall sustainability objectives;
- identifies how these long-term objectives are embedded across PoM's current practices or will be further developed; and
- outlines an action plan which is reviewed each year to track PoM's progress against its long-term commitments.

PoM refreshed its Sustainability Strategy in FY25 to better align with corporate goals, assess current progress, and identify future sustainability opportunities.

Sustainability themes	Strategic objectives	Focus areas
PoM creates economic value **Prosperity** 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Ensure that trade, port infrastructure and the port value chain remain a significant driver of economic and societal benefit.	Maximise the flow of trade through the port Grow the value of port land Deliver port capacity and efficiency Create opportunities for growth and investment
People 3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY	Foster an inclusive, high-performing workplace that ensures the health, safety and wellbeing of our people.	People and Culture Health, Safety and Wellbeing Sustainability skills and capacity building
While ensuring we run our business sustainably **Planet** 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER	Ensure the port's resilience to long-term climate conditions, minimise impact on the environment, and seek resource efficiencies.	Decarbonisation Climate resilience Biodiversity Resource efficiency
Partnerships 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS	Develop stakeholder relationships to support mutual sustainability objectives, increase the effectiveness of our actions, and maintain our social licence.	Government and regulatory Tenants, port users and industry Community
Supported by robust governance **Governance and reporting**	Ensure that PoM maintains robust governance and reporting to stakeholders on sustainability performance, to maintain quality and trust.	Sustainability governance and risk Sustainability reporting

This report features icons which are aligned with the United Nations Sustainable Development Goals.

Materiality assessment

Our Sustainability Strategy is informed by identifying those issues which are most relevant to PoM and our stakeholders. Materiality assessments are undertaken to identify the most significant sustainability impacts, risks, and opportunities.

This approach allows the Sustainability Report to address topics relevant to the port's long-term performance, as well as address the needs and expectations of stakeholders.

External sources include:

- external stakeholder surveys and engagement activities which provide PoM with feedback from tenants, government, industry, port users, port supply chain representatives and communities in areas where we operate; and
- best practice sustainability frameworks including ASRS, SASB, GRESB and GRI that define a range of priority global and industry issues.
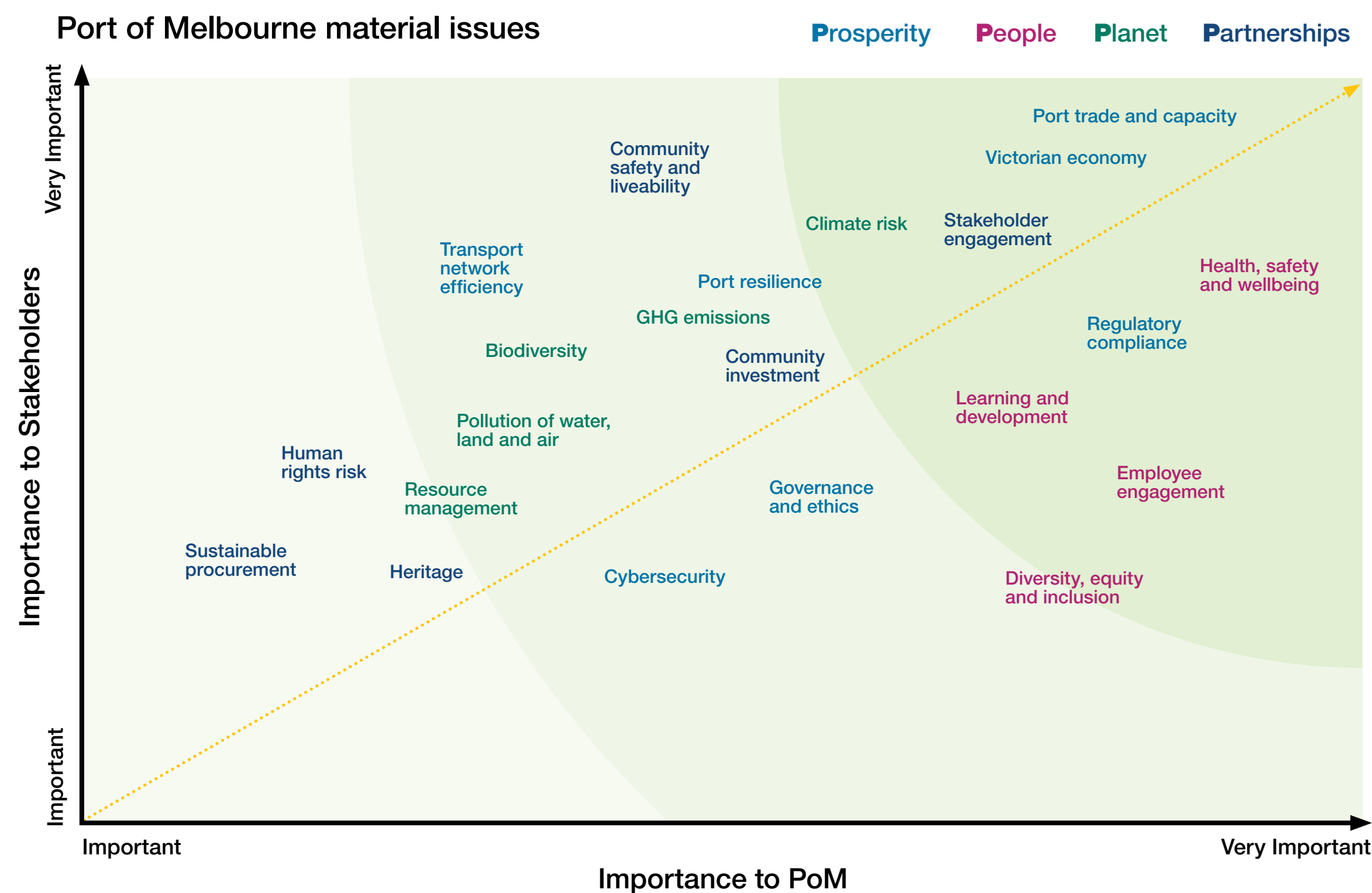
Internal sources include:

- internal stakeholder surveys and engagement activities;
- PoM's Enterprise Risk Management Framework; and
- PoM's Corporate Strategy, policies and commitments.

Highest rated issues

PoM has identified a range of sustainability issues and assessed them according to their importance to our stakeholders and their impact on our business. Priority issues were identified by mapping their frequency or strategic risk level across internal and external sources.

Our highest materiality issues were related to port economic value; stakeholder engagement; health, safety and wellbeing; and climate resilience and decarbonisation. These issues are high priority focus areas within our Sustainability Strategy and reporting.

Our most recent materiality assessment was informed by external and internal sources to identify issues most important to our stakeholders. PoM will refresh the overall materiality assessment in FY26, with particular focus on upcoming changes to reporting standards and materiality processes.

Port of Melbourne material issues

Prosperity   **P**eople   **P**lanet   **P**artnerships

Importance to Stakeholders (Very Important — Important)

- Port trade and capacity
- Victorian economy
- Community safety and liveability
- Climate risk
- Stakeholder engagement
- Transport network efficiency
- Port resilience
- GHG emissions
- Health, safety and wellbeing
- Biodiversity
- Community investment
- Regulatory compliance
- Pollution of water, land and air
- Learning and development
- Human rights risk
- Resource management
- Governance and ethics
- Employee engagement
- Sustainable procurement
- Heritage
- Cybersecurity
- Diversity, equity and inclusion

Importance to PoM (Important — Very Important)

Sustainability-Linked Loan

Sustainability principles are important to our business, and to reflect this, we have linked sustainability performance directly to certain financial drivers.

PoM successfully raised a $475 million, six-year Sustainability Linked Loan in 2024, which includes annual targets:

- reduce Scope 1 and 2 emissions each year towards PoM's target of Net Zero by 2030;
- engage with port stakeholders that represent our Scope 3 emissions and implement initiatives each year to progress decarbonisation with these stakeholders; and
- implement PoM's Mental Health and Wellbeing Framework including achieving and progressively increasing Mental Health First Aid Australia Workplace Certification.

As of the end of FY25, PoM has now completed two years of this loan period and met all its sustainability performance targets.

Our governance

PoM recognises that strong governance is essential to delivering long-term value and guiding our objectives across economic, environmental and social dimensions.
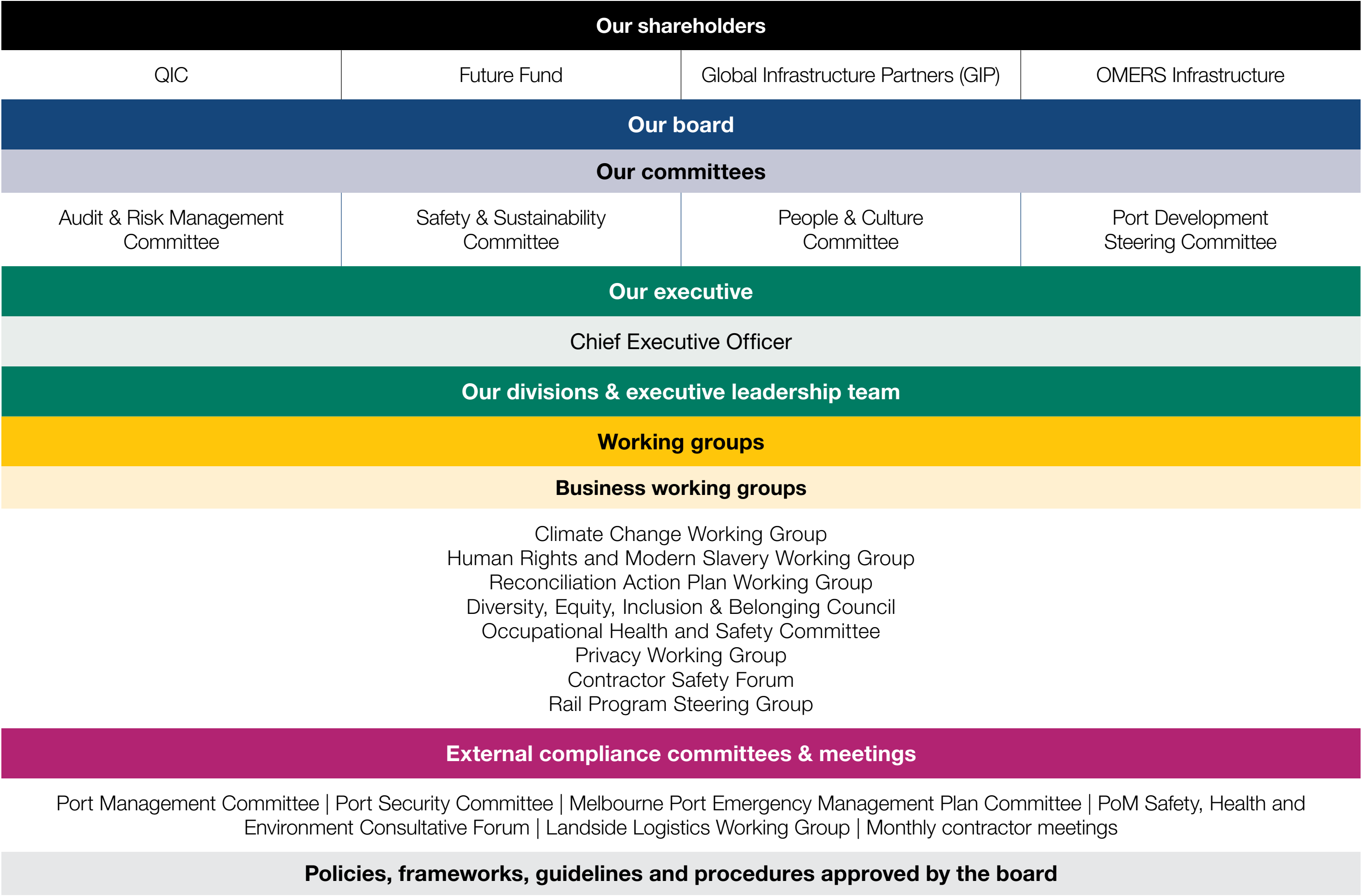
Our governance framework is designed to ensure that sustainability risks and opportunities are identified, managed, and disclosed in line with regulatory obligations and PoM policies and procedures. PoM's governance structure supports transparent decision-making, ethical conduct, and accountability at all levels of PoM.

Sustainability oversight and leadership

Strategic direction and accountability for sustainability governance rests with our Board. The Board is supported by the Safety and Sustainability Committee who receive regular updates on our Sustainability Strategy, its implementation, and monitoring throughout the year.

Day-to-day operations and decision-making are managed by the Executive Leadership Team (**ELT**). The ELT are responsible for advancing sustainability Key Performance Indicators (**KPI**) including greenhouse gas emissions, noise and air quality, and health, safety and wellbeing. These KPI are cascaded into PoM job descriptions to support alignment with our sustainability objectives.

Our governance is supported by policies and frameworks that are regularly reviewed and approved by our Board. These include our Sustainability Policy, Human Rights Policy, Diversity, Equity, Inclusion and Belonging (**DEI&B**) Policy and Health, Safety and Wellbeing Policy.
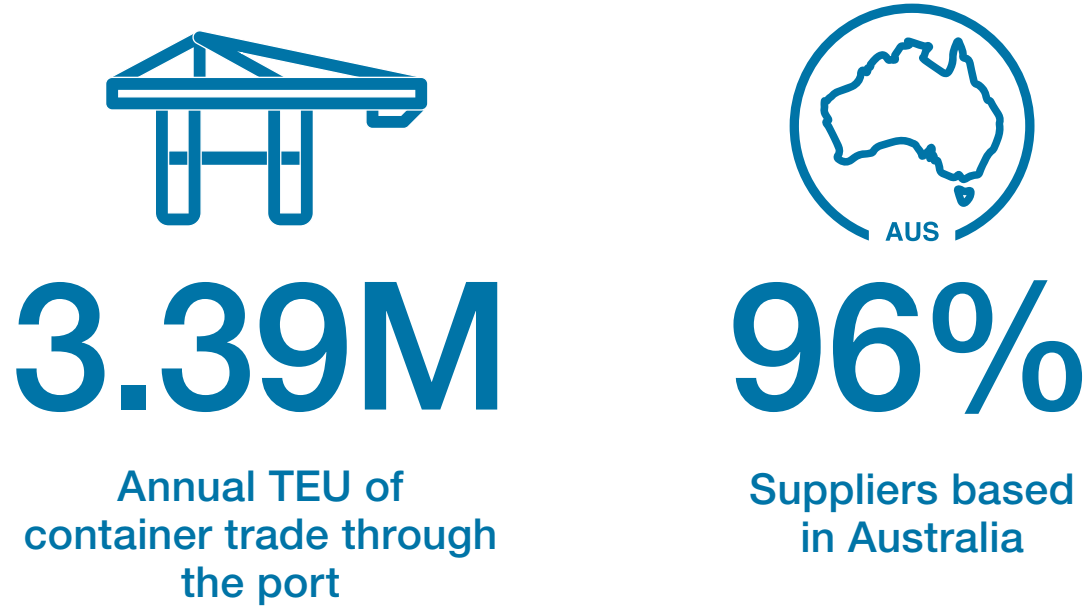
Our shareholders			
QIC	Future Fund	Global Infrastructure Partners (GIP)	OMERS Infrastructure

Our board			

Our committees			
Audit & Risk Management Committee	Safety & Sustainability Committee	People & Culture Committee	Port Development Steering Committee

Our executive			
Chief Executive Officer			

Our divisions & executive leadership team			

Working groups			

Business working groups			
Climate Change Working Group			
Human Rights and Modern Slavery Working Group			
Reconciliation Action Plan Working Group			
Diversity, Equity, Inclusion & Belonging Council			
Occupational Health and Safety Committee			
Privacy Working Group			
Contractor Safety Forum			
Rail Program Steering Group			

External compliance committees & meetings			
Port Management Committee	Port Security Committee	Melbourne Port Emergency Management Plan Committee	PoM Safety, Health and Environment Consultative Forum	Landside Logistics Working Group	Monthly contractor meetings			

Policies, frameworks, guidelines and procedures approved by the board			

Prosperity

Our sustainability objective:

Ensure that trade, port infrastructure and the port value chain remain a significant driver of economic and societal benefit.

FY25 PROSPERITY HIGHLIGHTS

3.39M
Annual TEU of container trade through the port

96%
Suppliers based in Australia

$154B
Value of trade through the port in FY25

ALIGNED WITH UN SUSTAINABLE DEVELOPMENT GOALS:

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Trade and economic impact

PoM aims to keep driving economic and social benefits through trade at the port and will adapt our strategies for a shift toward a sustainable global economy.

The port is Australia's largest container and general cargo port, handling approximately 3.39 million TEUs annually and over 1,000 imported new motor vehicles daily. We are a diversified port that also receives non-container trade including liquid bulk, dry bulk and break bulk.

Trade performance

FY25 container trade outperformed FY24 with strong growth across imports and exports. Non-container trade saw a decline, driven by decreases in liquid bulk, motor vehicles, and break-bulk volumes, while dry bulk remained stable.

Trade volume (revenue tonnes)

Cargo type	Trade volume (Revenue tonnes) FY25	Key trades
Containerised cargo	89M	Highly diversified product base which can be divided into broad economic categories: consumer, intermediate, and capital goods.
Liquid bulk	5.4M	Refined petroleum products and other liquid products, including chemicals and agricultural products.
Motor vehicles	8.6M	The port has the only dedicated roll-on, roll-off (**RoRo**) and Pure Car Carrier terminal for motor vehicles in the State, servicing both the Victorian and Tasmanian markets.
Dry bulk	5.7M	Net import of dry bulk volumes which largely include building materials such as cement and gypsum. Exports include cereal gains (wheat and barley) and canola.
Break bulk	1.1M	Primarily agricultural equipment, machinery, iron, steel, timber, and RoRo cargo.
Wheeled Unitised	3.8M	Non-containerised domestic cargo moved in wheeled units.

Our FY25 trade value performance was $154 Billion:

Trade value ($B)

FY21	FY22	FY23	FY24	FY25
$118	$138	$148	$153	$154
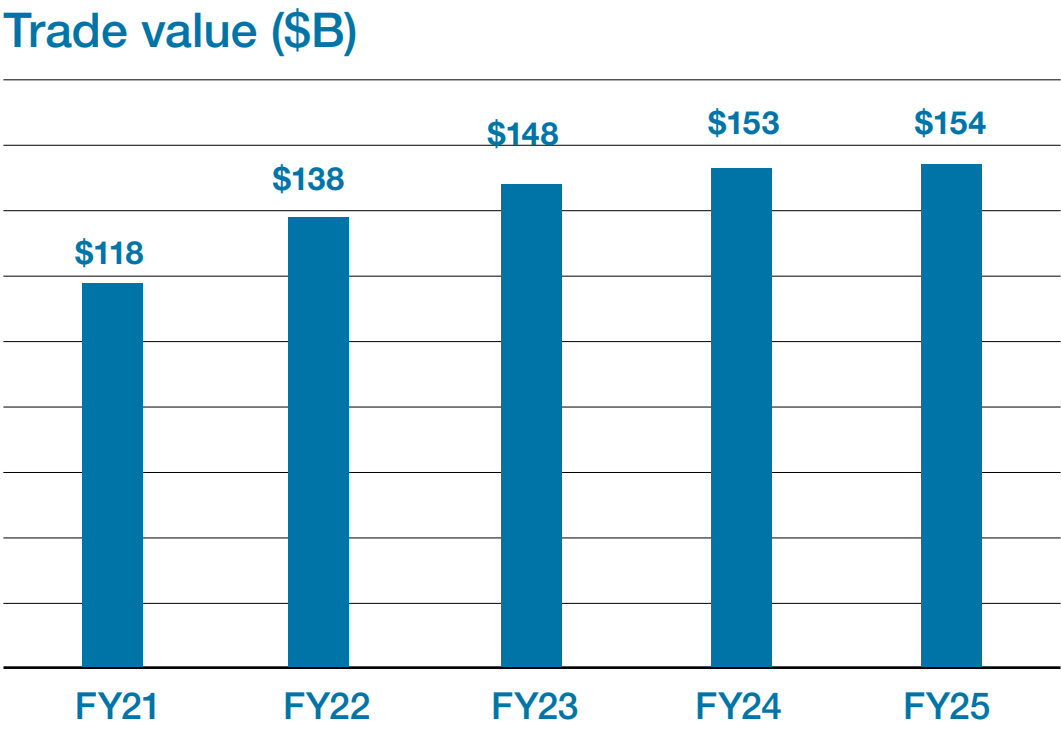
Trade drivers and trends

China continues to be PoM's largest source of import trade, accounting for half of all imports. FY25 saw a notable increase in import trade from FY24, with much of this growth attributable to China. Top imports were dominated by consumer goods such as furniture, domestic appliances, and clothing.

Our export trade is more broadly distributed internationally and primarily consists of agricultural goods. The share of container exports to China (as our largest export partner) remained steady at 20% in FY25, and exports to the rest of Southeast Asia were 27%.
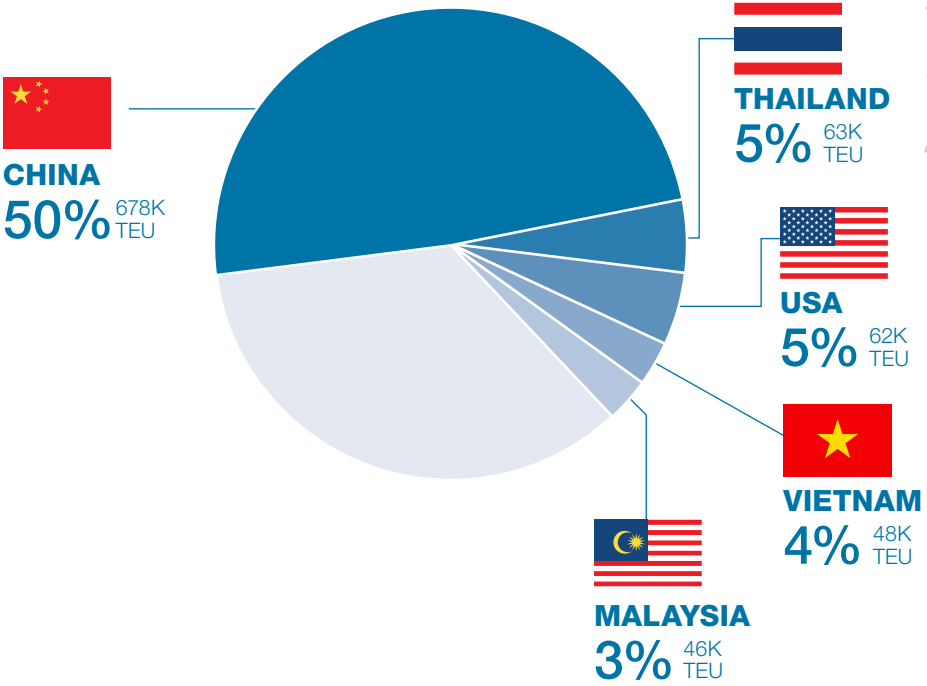
FY25 saw a strong uplift in export trade, driven by favourable agricultural conditions and strong international demand for key commodities such as meat, cotton, and hay. The India-Australia Free Trade Agreement significantly boosted nut exports to India.
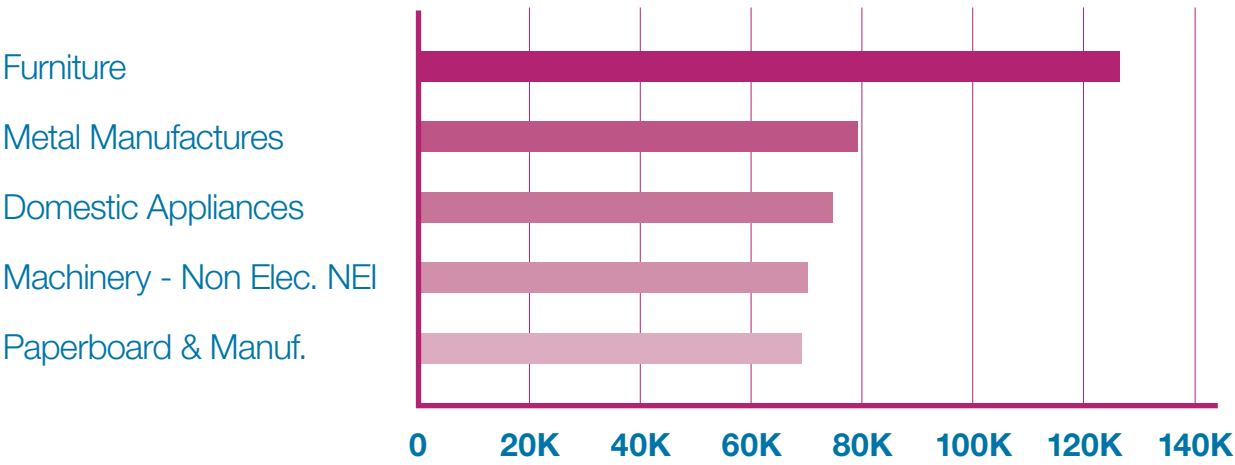
Port of Melbourne: a gateway to international trade

Imports: a destination for international goods

Top countries share of import trade

CHINA
50% 678K TEU

THAILAND
5% 63K TEU

USA
5% 62K TEU

VIETNAM
4% 48K TEU

MALAYSIA
3% 46K TEU

Top overseas imports (FY25 TEU)

- Furniture
- Metal Manufactures
- Domestic Appliances
- Machinery - Non Elec. NEI
- Paperboard & Manuf.

0   20K   40K   60K   80K   100K   120K   140K

Exports: supporting Australia's regional producers

Top countries share of export trade

CHINA
20% 133K TEU

NEW ZEALAND
9% 63K TEU

JAPAN
7% 46K TEU

INDONESIA
6% 43K TEU

USA
6% 43K TEU
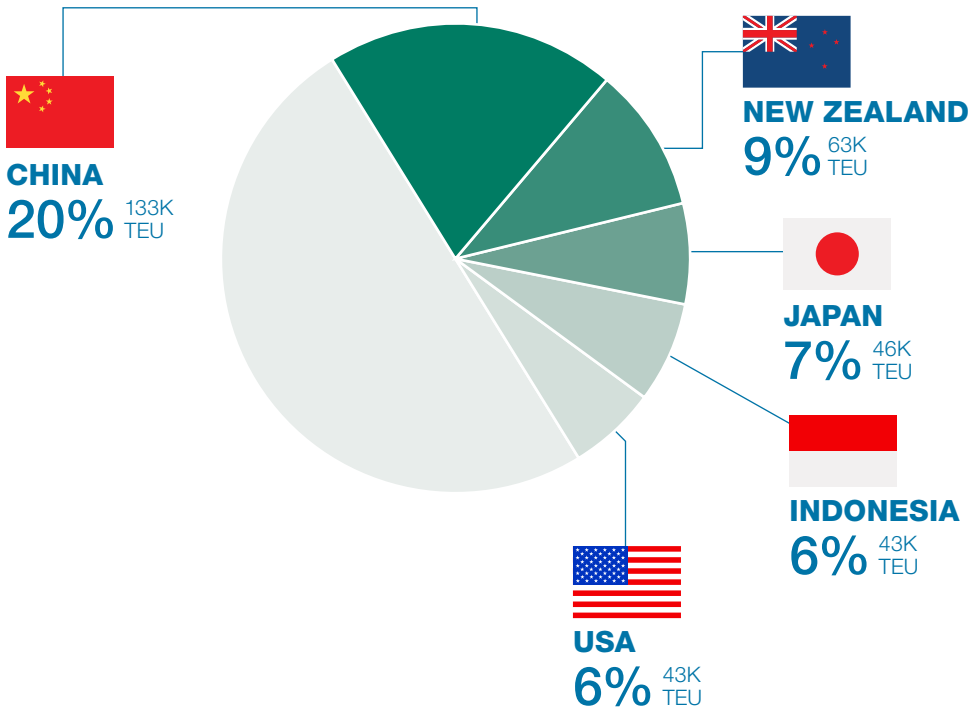
Top overseas exports (FY25 TEU)

- Wheat
- Hay, Chaff & Fodder
- Fruit, fresh
- Beef - Packaged
- Pulp and Waste Paper

0   10K   20K   30K   40K   50K
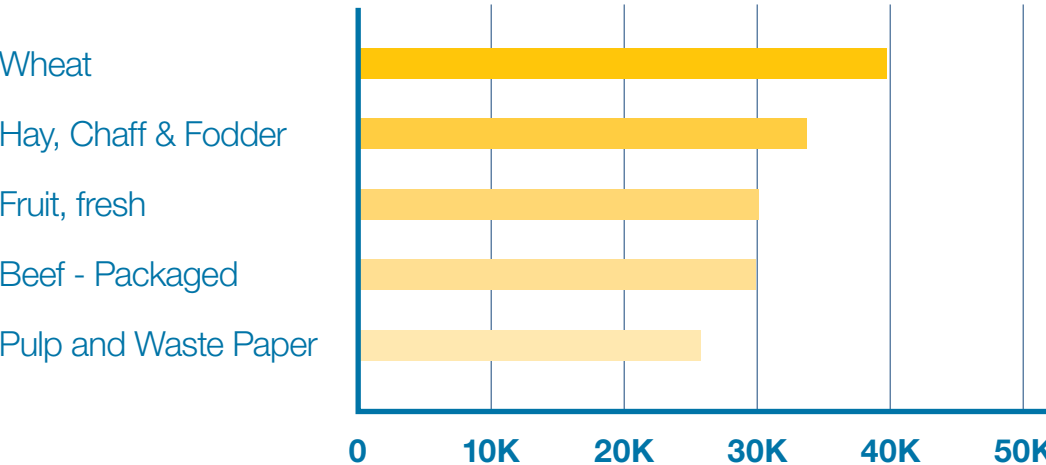
Economic benefits to Australia's economy

PoM is an integral part of the national and Victorian supply chain, functioning as a hub for international trade. We connect seaborne trade with land-based road and rail transportation networks, enabling the efficient movement of goods across the supply chain.

The port's support for key industries such as shipping, transport, warehousing, agriculture, and manufacturing highlights our important economic impact.

Maintaining strong relationships with our trade partners

PoM has strong relationships with our customers, as well as government and industry stakeholders that drive global trade. We have direct relationships with Australian importers, exporters and industry groups across various states, and engage with State, Federal, and international governments on trade issues important to our customers.

Case study: PoM visits Southern Cotton in Whitton

PoM visited Southern Cotton in Whitton, southern NSW, as part of our trade facilitation and regional engagement activities.

The purpose of the visit was to better understand Australia's cotton production and export supply chain. The Chief Operating Officer of Southern Cotton led the tour of the ginning facility and provided an overview of the company's operations.

Key discussion topics included engagement with growers, merchants, and logistics providers involved in the sourcing, processing (ginning), and exporting Australian cotton to global markets. The discussion on transportation covered intermodal transport, container logistics, and the export supply chain.

"Port of Melbourne gives us the best avenue to deliver our product to our buyers, and the continued investment of the port in its facilities and technology will ensure that this pathway is the most efficient for our great product to reach the world"

Matthew Leonard
Chief Operating Officer, Southern Cotton

Case study: PoM participated in the Australian Grains Industry Conference

PoM participated in the Australian Grains Industry Conference in 2025, collaborating with industry partners across the grain supply chain.

PoM hosted a tour of the port for delegates who attended the conference and sponsored the Welcome Reception. Our participation helped to strengthen our relationships and demonstrate the port's commitment to supporting efficient and sustainable grain exports.

This sponsorship demonstrated our position as a key partner in Australia's agricultural export supply chain, increased awareness of the port's grain handling capabilities, and provided valuable insights to inform strategic planning.

Port development

PoM seeks to deliver capacity and increase supply chain efficiencies to meet the growing needs of our economy. As our population increases, the port's capacity must also grow, and we will continue to innovate to find the right solutions to the challenges we face.

PoM's long-term PDS outlines our port development vision to support the continued growth and development of the port. PoM updates its PDS every five years and will publish the 2055 PDS in December 2025. The PDS sets out a port development vision for the future development of the port for the next 30 years (from 2025 to 2055). It responds to the anticipated changes from growing trade needs and changing service requirements and provides strategies for developing the port's capacity and efficiency.

PoM has continued to invest in the port

PoM has invested over $1 billion in enhancing and maintaining port infrastructure since 2016, with up to another $1.5 billion expected to be spent by 2030. This investment has been made by PoM alongside activity by our tenants, other infrastructure providers, and government, all of whom have materially invested in their facilities and assets. Key PoM capital works investments include:

- $175 million in upgrading the Swanson Dock East and West berths to enable the Swanson Dock East and West Container Terminals to handle larger container vessels.

- $210 million in delivering the Port Rail Transformation Project to provide an on-port rail terminal, which is directly connected to the Swanson Dock East Container Terminal.

- $60 million in expanding the Webb Dock East Container Terminal through provision of a new mooring dolphin at the southern end of the berth and extension of the berth by 71m to the north.

- $60 million in undertaking required annual maintenance dredging of the port channels and berths

PoM has also entered into a long-term lease with the Victorian Government for 29ha of the former Melbourne Wholesale Market Site. PoM expects to access this land in 2026.

Read more details in our 2055 Port Development Strategy here including an update on project delivery to date, and PoM's vision for the port out to 2055.

Webb Dock East (during 2024 upgrade)

Swanson Dock East bollards

FY25 project highlights

PoM has continued or completed several projects in FY25 to improve and maintain port infrastructure.

Upgrading Swanson Dock East Berths (Completed in FY25)

At Swanson Dock East, four 50T bollards were upgraded to 150T bollards to accommodate larger vessels. This is part of PoM's strategy to enable vessels larger than the historical design limitation of 300 metres length overall to access the port.

This project involved removing the existing fenders and 50T bollards and demolishing 166 tonnes of concrete to install the new fender beam. Forty-two tonnes of reinforcement were installed to build the pile caps and fender beams. Notably, 72 cubic meters of environmentally friendly concrete (containing 50% cement replacement) was used to pour the pile caps and fender beams.

Construction was completed in September 2024.

Remediation and Upgrading Swanson Dock West Berths (Stage One completed in FY25)

Swanson Dock West is an International Container Terminal operated by DP World and comprises 944m of container handling berths, constructed in several stages in the 1960s, 1970s and 1980s, with some sections nearing their intended design life. This project involves the remediation of wharves structures, and upgrades to bollards to allow the terminal to continue to handle larger container vessels as port trade continues to grow.

Stage one of the multi-stage remediation program, focusing on Berth 1, was successfully completed in May 2025. Stage two focusing on Berth 3 remediation commenced in September 2025, with expected completion in 2027-28.

Former Melbourne Wholesale Market Site

PoM has signed a lease for the former market site with the Victorian Government. Consistent with the State Government's Victorian Freight Plan, we will develop the site for a range of uses, including truck parking facilities and container storage. PoM will invest in the long-term development of the site and expects to access this land in 2026.

Port Capacity Enhancement Program (PCEP)

As part of PoM's stewardship obligations, it is required to ensure that port capacity can meet the future demands of Victoria's growing economy. PCEP involves developing a new container terminal at Webb Dock North, as well as a range of supporting works and the relocation of existing operations. As stated in the PDS, we are considering opportunities to expand capacity at the port to safeguard its long-term sustainability and value creation.

PCEP has also been informed by our stakeholder engagement, analysis of tenant impacts, and assessment of delivery schedules (see the Stakeholder engagement section later in this report). PCEP is currently in an early planning phase, with more work to be done across all areas to further refine the program.

Our suppliers

PoM's supply chain is made up of a diverse range of industry sectors and services, and we endeavour to partner with organisations aligned with our sustainability objectives.

In FY25, we implemented a Supplier Code of Conduct, articulating PoM's expectations of our suppliers. The code outlines the principles and expectations that will guide our relationships with suppliers. This includes PoM's expectations around governance and business integrity, labour and human rights, stakeholder and community engagement.

In FY25, PoM engaged a diverse supplier base spanning multiple industries, goods, and services. We spent over $215m on goods and services from 416 suppliers across various categories, with over 99% of spend value and 96% of suppliers based in Australia. PoM seeks to pursue continuous improvement, increase transparency throughout our supply chain, and align our processes with emerging international best practices to mitigate supply chain risks.

FY25 supply chain spend by category

Industry	Spend	% Spend*
Construction work	$125.7M	58.4%
Corporate business services	$38.0M	17.7%
Utilities, infrastructure, and public administration	$20.8M	9.7%
Asset maintenance and remediation	$18.7M	8.7%
Computer and IT software	$6.6M	3.1%
Construction materials	$4.8M	2.2%
Other products and services	$0.8M	0.4%
GRAND TOTAL	$215M	100%

Note: any discrepancies are due to rounding.

Information Technology

Our Information Technology (IT) strategy continues to align with PoM's strategic objectives of sustainable growth and operational excellence.

In FY25, we completed an options analysis of our data centre infrastructure and decided to migrate our on-premises infrastructure to a managed cloud service. This initiative is part of our Information Technology Roadmap, aiming to optimise resources, reduce operational costs, and lower emissions. The transition is intended to improve system performance and support more agile, resilient, and sustainable operations. This will be achieved through the consolidation of legacy systems, adoption of cloud-based infrastructure, and implementation of energy-efficient technologies

PoM worked with the Australian Signals Directorate and took part in the Transport and Logistics Forum, collaborating on key cybersecurity initiatives. These forums foster collaboration, enable insight sharing, and build collective cybersecurity awareness across our network.

We remain committed to increasing employees' awareness through ongoing training and information sharing resulting in a stronger collective data security position.

PoM maintained the following policies and procedures to ensure best practice data protection and cybersecurity practices.

Policies/Procedures	Objective
Information Security Policy	Defines the information security controls for PoM to ensure the confidentiality, integrity and availability of information. Aligns with AS ISO/IEC standards.
Privacy and Information Management Policies	Accurate data handling, minimise misuse risks, and enhance accountability.
Training and procedures	Build a culture of vigilance across PoM's employees.
Threat and risk assessments	Conduct biennial assessments to identify vulnerabilities and enhance PoM's cybersecurity posture.

Case study: Information Technology equipment disposal and recycling program

Since 2022, PoM has partnered with an Information Technology provider that is First Nations owned and registered with Supply Nation.

The provider supports us with a secure disposal and recycling of our end user technology, including monitors and laptops. This waste management process ensures compliance with the port's data security requirements and supports the reuse and recycling of components. It aligns with our sustainability objectives by minimising the environmental impact associated with electronic waste.

The program has successfully recycled approximately 817 kg of technology assets, comprising of about 21% miscellaneous network equipment, 20% laptops, 19% monitors, and 40% technology peripherals.

People

Our sustainability objective:

Foster an inclusive, high-performing workplace that ensures the health, safety and wellbeing of our people.

FY25 PEOPLE HIGHLIGHTS

RECONCILIATION ACTION PLAN
INNOVATE

RAP
Initiated Innovate RAP

69%
Employee Experience Pulse Survey score

Tier 1
Mental Health First Aid Australia **Skilled** Workplace Recognition

ALIGNED WITH UN SUSTAINABLE DEVELOPMENT GOALS:

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

Our People

At PoM, we recognise that our people are the driving force behind performance, innovation, and the delivery of value to port users, customers, and the broader communities in which we operate.

In FY25, we refined our People and Culture Strategy and Work Plan to better support capability development, future workforce needs, and key opportunities that drive enhanced performance.
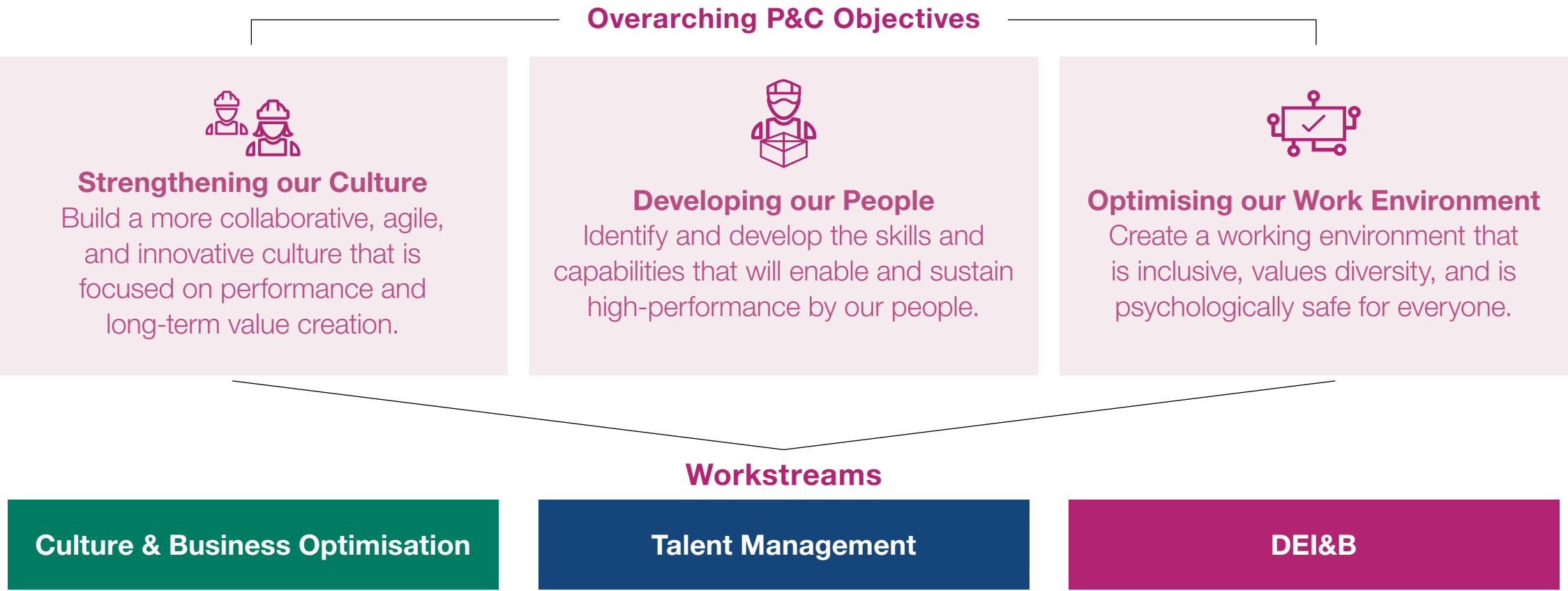
The strategy has three workstreams, each with initiatives and clear metrics to help us achieve our People and Culture goals and measure outcomes.

Some of the key achievements over this period include:

- establishing an employee-led optimisation team to identify opportunities and recommend solutions for optimal performance outcomes;
- establishing a recognition program that celebrates employees who consistently demonstrate our values and desired cultural behaviours;
- undertaking a review of our change management maturity to identify gaps and develop a roadmap for uplifting our approach to delivering changes; and
- introducing regular pulse surveys to better identify opportunities for improvement.

In FY26, PoM will continue implementing People and Culture strategies that promote a culture of partnership, accountability, and inclusivity.

Our workforce		
159 Employees		
92 Male		67 Female
Supporting flexible ways of working		
Hybrid working arrangements available for all employees		
153 Permanent	5 Fixed term	1 Casual
151 Full time employees		7 Part time employees 5.5 FTE
Committed to gender equity		
38% female / 62% male		Board
43% female / 57% male		Executive
42% female / 58% male		All employees
19.8%*		Gender pay gap (WGEA methodology)

Overarching P&C Objectives

Strengthening our Culture
Build a more collaborative, agile, and innovative culture that is focused on performance and long-term value creation.

Developing our People
Identify and develop the skills and capabilities that will enable and sustain high-performance by our people.

Optimising our Work Environment
Create a working environment that is inclusive, values diversity, and is psychologically safe for everyone.

Workstreams

Culture & Business Optimisation	Talent Management	DEI&B

*See our Diversity, equity, inclusion and belonging section.

Employee engagement

In FY25, PoM conducted a pulse survey to capture more insights into the evolving needs, expectations and aspirations of our workforce.

The survey assessed a range of employee experiences and helped to determine whether new initiatives were having a positive impact on our cultural behaviours and fostering workplace collaboration and accountability.

The pulse survey included nine questions from the FY24 engagement survey and used the same 6-point rating scales (strongly disagree to strongly agree) for the questions to allow PoM to benchmark scores against FY24 engagement results.

Each question aligned to a different employee experience dimension; these dimensions included engagement, inclusion, collaboration, communication, recognition, performance management, processes, feedback, technology.

In total, 134 employees (out of 156) completed the pulse survey, representing a response rate of 86%. Overall scores demonstrated a positive shift across eight out of nine employee experience dimensions, including employee engagement.

The FY25 findings will be used to inform our FY26 focus areas and to assist in driving measurable improvements across PoM's culture.

The two lowest-scoring dimensions from the latest survey will be included in a culture-related action plan to support targeted actions and sustained attention on key areas.

Learning and development

Our Learning and Development programs cultivate forward thinking professionals who inspire collaboration, align with strategic objectives, and accelerate organisational performance.

PoM prioritises group-based training to ensure consistency in content and experience, while also conducting individual skills development where required. Our learning programs spanned key areas such as engineering and project management, compliance, and operational safety skills, including defensive driving education.

In FY25, our employees and contractors completed 2,627 hours of official training. Among PoM's direct employees this equated to around 14 hours per employee. Training was predominately delivered in person; with 89% delivered face-to-face and the remaining 11% delivered via e-learning. PoM launched two new leadership development initiatives and a second iteration of the Women in Leadership (**WIL**) program.

During FY26, PoM will continue to optimise the strategy to strengthen talent management, foster ongoing professional development, and secure long-term retention.

Case study: Leadership Capability Development

The **Internal Coaching program** was launched in April 2025 and aimed to build a pool of internal coaches that can support the growth and development of leaders across the business.

As part of the program, 10 senior leaders attained an external Coaching Level 1 Certification and undertook a six-month period of providing one-to-one coaching support to the WIL participants.

Developing Leaders Program commenced in December 2024 as a 12-month course focused on supporting 15 mid-level leaders with core leadership and management skills with one-to-one coaching to assist with filling those leadership development gaps identified in their professional growth plans.

We held the second iteration of the **WIL** supporting 17 emerging female leaders across the business. This 8-month initiative combines workshops, webinars, and one-on-one coaching to build leadership skills, foster inclusion, and empower women to progress into senior roles.

Diversity, equity, inclusion and belonging

PoM recognises that a diverse and inclusive workplace is essential to our success. By reflecting on the diversity of our employees, we gain valuable insights into their needs, perspectives, and experiences.

We undertook a review of our practices to identify opportunities for improvement and enhance our workplace culture. In FY25, PoM integrated our standalone DEI&B workplan into the People and Culture Strategy, positioning this as one of our key strategic drivers.

In FY26, we will continue rolling out DEI&B initiatives with a focus on:

- **Inclusive Talent Management:** building equitable systems and practices to diversify our talent pool and fully leverage individual capabilities;
- **Operational Integration:** embedding DEI&B principles into our daily operations to improve performance and drive innovation; and
- **Psychological Safety & Inclusion:** creating a safe, flexible, and inclusive work environment that upholds our values.

Reconciliation Action Plan

PoM is implementing an Innovate Reconciliation Action Plan (RAP), which builds upon the foundations established from our journey to date and advances our commitment towards reconciliation.

PoM's Innovate RAP outlines actions that we will take in collaboration with local Registered Aboriginal Parties[5], and surrounding First Nations communities and businesses over a two-year period from October 2025 to September 2027.

As stewards of the port, we seek to protect and preserve the cultural heritage of the port. This includes the cultural heritage of the Traditional Owners of the lands and waters on which we operate and the prosperity of all First Nations peoples within the port areas of interest. Our Innovate RAP marks an important milestone in our reconciliation journey as a framework through which we will fulfill our responsibilities.

Since launching our Reflect RAP in FY23, we have strengthened relationships with First Nations peoples and undertaken cultural awareness initiatives to deepen cultural understanding. These initiatives aimed to build a deeper understanding of First Nations histories, cultures, and perspectives, and foster a more inclusive and respectful workplace. By equipping our employees with this knowledge, we are able to strengthen our capacity to engage meaningfully with First Nations communities, support reconciliation, and embed cultural respect into our everyday practices and decision-making.

This includes reviewing our policies to ensure they reflect our commitment to respect, cultural inclusion and recognition of First Nations peoples' rights.

Read more in our Reconciliation Action Plan here

Case study: PoM Supporting Weaving Three Stories Workshops

PoM supported the FB IDEAs (Fishermans Bend Experimentation Activation) by hosting an event for their 'Weaving Three Stories' workshops at our Port Education Centre.

This influential series of welcoming for First Nations Peoples and strengthened community connections in Fishermans Bend. The program aimed to create an ongoing sense of belonging and inclusion.

The Weaving Three Stories program involved local First Nations educators, who collaborated to share stories about the history and significance of the local area. The program included a pop-up Indigenous art exhibition, special guest performances, a welcome dance, and a smoking ceremony.

The workshop series was hosted in three locations in Fishermans Bend, and the program was open to participation by anyone over 10 years of age from across Melbourne. The workshops invited the broader community to learn stories of common connection that can clarify intercultural differences and build a more meaningful appreciation of First Nations. PoM was one of the proud project partners and provided a workshop space at the Port Education Centre.

[5] Local Registered Aboriginal Parties include Bunurong Land Council Aboriginal Corporation, Wadawurrung Traditional Owners Aboriginal Corporation, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

Health, Safety and Wellbeing

Health, Safety and Wellbeing (HSW) is a shared responsibility. We are committed to creating positive outcomes for everyone who works in, visits, or relies on the port, including employees, customers, visitors, and our broader stakeholder community.

Our four HSW strategic goals provide the foundation for delivering key initiatives and build on the work undertaken in FY25:

- **Deliver** safe port operations and public precincts.
- **Embed** robust HSW practices in all work carried out across the port.
- **Collaborate** across the port and the industry to respond to HSW challenges.
- **Innovate** to deepen knowledge of HSW to broaden understanding.

Our HSW strategy for FY25 was built around six key themes, which served as our safety initiatives. These initiatives strengthened accountability, enhanced risk management through the delivery of a Safety Critical Risk Management Program, and fostered a proactive safety culture across the workforce.

Safety initiatives

In FY25, PoM achieved the following:					
Health & Safety Leadership	**Safe Port Operations**	**Port Road Safety**	**Mental Health & Wellbeing**	**Risk & Knowledge Management**	**Management Systems & Processes**
Completed 35 Senior Leadership (Board and Executive) targeted safety engagement visits across the port. **Safety brand refresh** through a consultative engagement with PoM employees.	**Launched** the Safety Critical Risk Management Program. **Introduced Berth Supervisors** for key Bulk Liquid Berths.	**Continued engagement** with enforcement agencies as targeted deterrence and promote safer road user behaviour. **Delivered Defensive Driving** training, benefiting 43 employees who drive for work.	**Delivered 16** wellbeing workshops to support mental health literacy.	**Conducted risk-based reviews** of subordinate registers to consolidate risks. **Enhanced Management and Board reporting** to improve management governance and monitoring of safety related data.	**Achieved recertification against** ISO 55001, ISO 45001, ISO 14001 and ISO 9001.

Case Study: Safety Rebranding

PoM has long had established operational practices designed to safeguard our employees, contractors and visitors.

In FY25, PoM broadened this focus to a more holistic view of safety, that fosters a strong safety culture and encourages behavioural change.

PoM rebranded the original Safety Matters: Think it, Talk it, Act it campaign to a more inclusive and enduring message:

Safety Matters: Everyone, Everywhere, Everyday.

Consultation with PoM employees highlighted that safety is not just about procedures, it's about how we think and act. These everyday behaviours help to minimise harm and contribute to a safer and more resilient workplace.

Our ways of working are grounded in behaviours that reflect trust, curiosity, and mutual respect. By applying a risk-based approach and fostering a culture where safety is second nature, we are endeavouring to build an environment where innovation and wellbeing go hand in hand for *Everyone, Everywhere, Everyday.*

Health, Safety and Wellbeing

Health and safety performance

PoM monitors safety performance through a set of leading and lagging indicators, which are aligned to our strategic goals and aim to drive robust HSW practices and support continual improvement.

In FY25, we achieved our indicator targets (both leading and lagging), demonstrating visible leadership and a strong commitment to HSW. Supported by an assurance program that included ISO recertification and the active maintenance of the Tier 1 Mental Health First Aid Workplace Recognition program.

In FY26, PoM will review the HSW strategy to ensure that it continues to drive measurable safety impact. Our aim is to reinforce safety protocols and promote ongoing improvement across our operations, with particular emphasis on optimising contractor safety management systems. These efforts are intended to support safer operations and deliver more sustainable outcomes.

Our safety highlights	
	Integrated Management System recertification
	Mental Health First Aid Skilled Workplace recognition maintained with the implementation of an additional two actions to support progress toward Advance Workplace.
	1 Mental Health First Aider for every six employees
	100% of targets met for leading and lagging indicators relating to training, inspections, communication, risk controls, and mental health
0	Lost Time Injuries against a target of 0
0	Lost Time Injury Frequency Rate against a target of 0
3	Total Recordable Injuries (including 0 Lost Time Injuries, one Medical Treatment Injury and two Restricted Work Cases) against a target of 4 or less.
4.35	Total Recordable Injury Frequency Rate against a target of 4.98
0	Fatalities (target: 0)

Case Study: Take 2 Ask 3

A tailored approach for onsite hazard and risk identification was implemented through the Take 2 Ask 3 initiative, designed to support PoM's Enterprise Risk Management Framework and Safety Critical Risk Management Program.

This is a risk assessment tool built around three key questions to support safer decision-making for our people in their daily work.

1. **What are the critical risks that I may be exposed to?**

2. **What other precautions should I take?**

3. **Who do I need to communicate with?**

Case Study: Strengthening Safety Oversight at Bulk Liquid Berths

In FY25, PoM appointed dedicated berth supervisors at our bulk liquid berths to strengthen safety oversight, provide on-site leadership, support adherence to critical safety controls, and improve coordination of berth activities.

Berth supervisors facilitate clear and timely communication between port teams, vessel operators and contractors, help to reduce risk and to improve operational efficiency. This initiative reflects PoM's commitment to proactive safety management and continual improvement.

Mental health and wellbeing

PoM continues to support our employees' mental wellbeing and foster a stronger, more connected workforce.

Our comprehensive Mental Health and Wellbeing Framework is underpinned by three key principles:

- **Preventing harm:** building a supportive work environment which promotes wellbeing;
- **Early intervention:** providing programs and professional support that respond to mental health challenges and reduce the long-term impact on wellbeing; and
- **Supporting workers:** individualised support for those experiencing mental health challenges including reasonable adjustments and compassionate return-to-work arrangements after leave.

In FY25, PoM introduced two new Mental Health First Aid actions, building on eight existing initiatives to continue empowering our people and fostering a culture of care, inclusion, and psychological safety. These actions complement ongoing mental health support training for employees, enabling them to take on workplace peer support roles.

In FY26, PoM will apply to Mental Health First Aid to obtain the Tier 2: Advance Workplace Recognition.

Modern slavery and human rights

Our commitment to conducting business responsibly and ethically extends to our employees, stakeholders and suppliers.

PoM acknowledges that there may be a risk of modern slavery in our operations and supply chain. Therefore, PoM is continuing to explore practical approaches to address this potential risk.

PoM endeavours to partner with organisations who are aligned with the objective to reduce instances of modern slavery in our supply chain.

In FY25 we implemented several actions as part of our modern slavery focus areas including:

- Formalising our commitment to upholding human rights by implementing our Supplier Code of Conduct, which outlined the principles and expectations that guides PoM's relationships with its suppliers.
- Reviewing our Procurement and Contract Management Guidelines, embedded modern slavery and human rights awareness into our practices and strengthened our commitment to identifying and mitigating potential risks across our supply chain.
- Continuing to provide a Port Education program to primary and secondary schools which explores the port's operations, maritime engineering, and how goods are transported around the world. This program includes content about modern slavery and human rights risks in the maritime industry.
- Continuing PoM's partnerships of over a decade with Stella Maris and The Mission to Seafarers, who are seafarer welfare charities in Victoria that supported over 18 000 seafarers in FY25.

Read more in our Modern Slavery Statement here

Whistleblower Policy

Our Whistleblower Policy provides a framework for PoM to respond to any reports of actual, or suspected misconduct, including instances of modern slavery. Internal concerns can be reported in accordance with our internal processes, which are accessible to all.

External reporting is managed and monitored by an independent third-party service provider to safeguard impartiality and confidentiality.

During FY25, there were no whistleblower reports submitted and no cases are currently under investigation. Our Whistleblower Policy is accessible on our public website here.

Planet

Our sustainability objective:

Ensure the port's resilience to long-term climate conditions, minimise impact on the environment, and seek resource efficiencies.

FY25 PLANET HIGHLIGHTS

78%
Of our **Scope 3** emissions come from stakeholders that we have had direct engagement about climate resilience and decarbonisation

62%
Reduction in PoM's **Scope 1 & 2** emissions since FY22 baseline

61%
Of our electricity comes from renewable sources under PoM's Renewable Power Purchase Agreement (**PPA**)

ALIGNED WITH UN SUSTAINABLE DEVELOPMENT GOALS:

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND
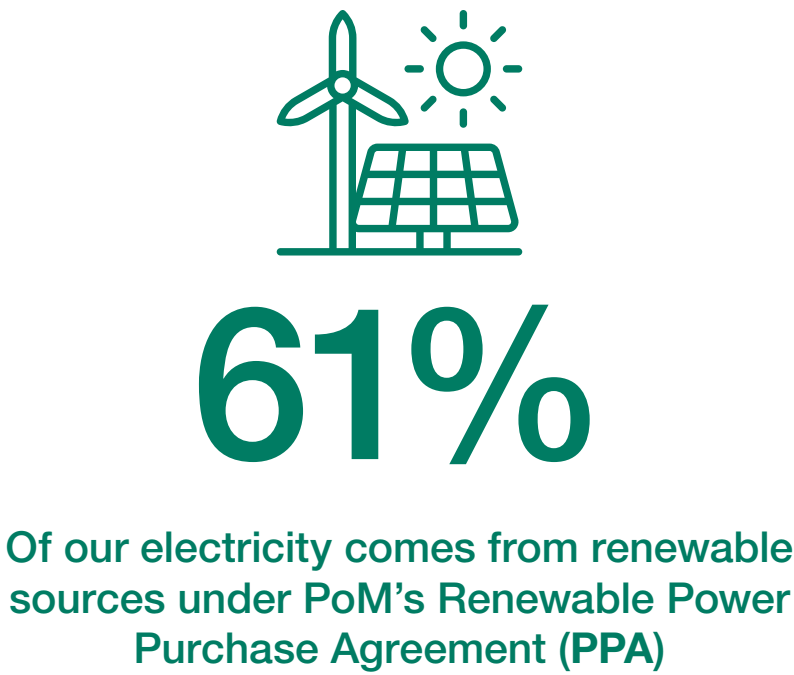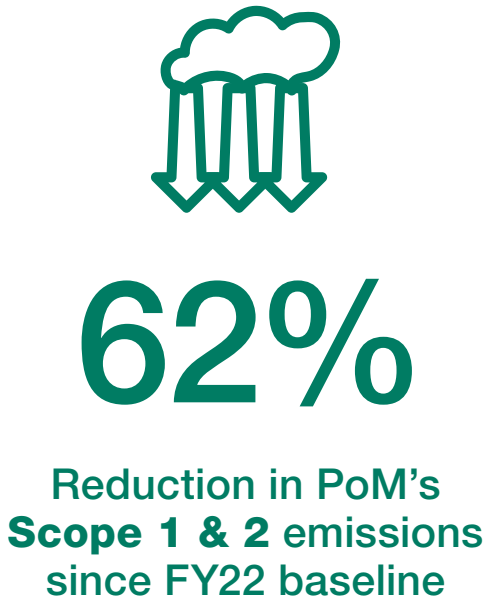
Environmental management

The port is located within an estuarine environment, surrounded by various urban land and marine activities.

This area has a rich connection with nature and populated areas. Accordingly, the port has adopted various environmental strategies targeting major operational and ecological concerns.

Our approach to environmental management

We take a systematic approach to identifying potential environmental impacts and implementing appropriate mitigation measures. In consultation with port users, tenants and stakeholders, we have established controls to support the ongoing sustainability and functionality of the surrounding natural environment.

In FY25, PoM obtained recertification under ISO 14001: Environmental Management Systems. This accreditation is one of the formal pillars of our Environmental Management System. Combined with the Safety and Environment Management Plan, Environment Policy, Port Environment Strategy and the Enterprise Risk Management Framework (ERMF), this accreditation helps to guide our actions for continuous improvement.

PoM Environmental Management Systems

PoM's Environmental Management System			
Safety and Environment Management Plan	**Environment Policy**	**Port Environment Strategy**	**Enterprise Risk Management Framework**
Embeds environmental protection into port operations	Guides our actions and activities	Sets priorities, plans, procedures, reporting and accountabilities	Enables us to manage environmental risks
ISO 14001: Environmental Management Systems accredited			

Our operations are guided by a range of environmental legislation and regulations. We undertake regular reporting and assurance programs to identify opportunities for further environmental improvement.

As a landlord port manager, we require tenants and the suppliers operating in the port to develop environmental management plans that outline how they will manage their activities to reduce the risk of harm to the environment from waste or pollution.

Climate resilience and decarbonisation

PoM's approach to managing and disclosing climate risks and opportunities is guided by the ASRS standard, and our FY25 Sustainability Report includes voluntary disclosures aligned with the key ASRS pillars of governance, strategy, risk management, and metrics.

Climate governance

Board oversight and decision making

Our approach to climate governance is supported by our sustainability governance, policies, and frameworks, which are regularly reviewed and approved by our Board.

Our Board is accountable for overseeing climate governance, and climate-related risk and opportunity management, and is supported by:

- the **Board's Audit and Risk Management Committee**, which oversees PoM's Enterprise Risk Management Framework and provides advice in relation to risk management and climate-related disclosure reporting.
- the **Board's Safety and Sustainability Committee**, which oversees health, safety and sustainability matters, including climate-related risks and opportunities in detail. Climate is a regular committee agenda item, with discussion including climate policy, climate risk assessment, and climate-related targets.
- the **Board's People and Culture Committee**, which oversees PoM Management performance and remuneration, including regarding corporate sustainability and climate objectives.

Management's role and accountability

Our ELT oversees management of climate-related risks and opportunities. This includes assessing climate risks and opportunities, embedding climate governance across our business to reduce the impacts of climate risk, and ongoing monitoring of progress against PoM's annual sustainability and climate targets and goals.

The ELT is advised by an internal cross-functional Climate Change Working Group with representatives from functions including Sustainability, Risk, Operations, Finance, and Legal.

Our Sustainability function provides quarterly updates to the Board's Safety and Sustainability Committee on progress against the sustainability and climate targets to ensure transparent oversight of climate-related risks, opportunities, and progress.

Climate resilience and decarbonisation

Climate strategy

PoM recognises climate change as a significant global challenge that will have effects on our business, the economy, and society.

We support the goals and efforts outlined in the United Nations' Paris Agreement to limit global temperature rise to 1.5 degrees Celsius above pre-industrial levels by the end of this century. We also support the State and Federal governments' transition plans to net zero emissions.

PoM's Climate Change Statement affirms this position and commits to managing the risks and opportunities arising from climate change to support the port's long-term sustainability and asset resilience.

Our approach to climate change includes mitigating climate impact by reducing our own emissions, planning for climate adaptation to minimise impacts of physical climate risks, and engaging with stakeholders to support shared supply chain resilience.

Read more in our Climate Change Statement here.

Strategy and decision-making

PoM's long-term vision is underpinned by our goal of developing and managing the port sustainably. Sustainability and climate resilience has been embedded into our development projects and operations as key enablers to achieve our corporate strategic objectives.

Our Sustainability Strategy was refreshed in 2025 with a focus on decarbonisation and climate resilience. The strategy guides our approach to managing our material climate-related and other sustainability-related risks and opportunities, and is supported by our Climate Change Statement.

We are developing a Climate Action Plan to ensure climate considerations are incorporated into our strategic planning, asset management, and capital allocation processes. We have undertaken climate scenario analysis to evaluate potential impacts of various emissions pathways. These insights help us identifying key risks and opportunities, guiding effective climate action to strengthen our long-term resilience.

Our approach to climate change management

Decarbonisation and climate mitigation

Climate Mitigation and Decarbonisation	PoM will continue to measure our Scope 1, 2 and 3 emissions to understand our climate impact and inform our decarbonisation roadmap. PoM will be Net Zero by 2030 for our Scope 1 and 2 emissions. PoM will engage with port stakeholders that represent our Scope 3 emissions, to facilitate the decarbonisation of the port value chain.

Climate resilience and adaptation

Infrastructure Resilience	Protect port infrastructure and operations from the impacts of physical climate risks.
Organisational Resilience	Support the continued growth of the port and PoM's business by protecting and enhancing value, maintaining business continuity through managing climate risks and pursuing climate-related opportunivties.
Supply Chain Resilience	Engage with the port supply chain on broader climate resilience outcomes for port users, customers and the economy.
Partnerships for Resilience	Build strong relationships and collaboration with government, customers, and community for shared climate resilience objectives.

Climate resilience and decarbonisation

Climate risk management

PoM's risk management framework

PoM manages climate-related risks in accordance with our ERMF and Asset Management Framework, to endeavour to have alignment with national standards and global best practices.

Climate risks and opportunities are assessed using our ERMF methodology, incorporating scenario analysis, time horizons in line with the ASRS, and other climate risk assessment standards such as the Australian Standard 5334:2013 and the World Association for Waterborne Transport Infrastructure's PIANC No 178 2020. This process helps PoM evaluate existing strategies and identify further implementation actions, that may help to address priority climate risks.

Assessing and monitoring climate risks and opportunities

We assess climate-related risks across short, medium and long-term horizons, aligned with business planning cycles, infrastructure asset lifecycles, and long-term strategic planning objectives.

Our ERMF risk assessment methodology provides a consistent approach to evaluate and manage climate-related risks alongside other strategic and operational risks.

Climate risks are assessed in accordance with our ERMF, considering the likelihood (rare to almost certain) and the potential consequences (including financial impact, project delivery, regulation and compliance, community and reputation, environment and safety, and business interruption) of the risk occurring, deriving an overall risk rating. PoM's ERMF considers risk at inherent, residual and target states.

All identified climate risks and opportunities covering physical and transition climate factors are consolidated into a risk and opportunity register for management. Climate-related risks and opportunities with actionable initiatives are identified for ongoing monitoring and forward planning.

Scenario analysis

PoM has undertaken a climate scenario analysis, aligned with the ASRS and international best practices. The purpose of this was to understand the full spectrum of physical and transition risks that may have short and long-term impacts on our assets and operations under three different emission scenarios. These scenarios draw on diverse data sources, including local and global climate models. The analysis was updated in FY25 with localised insights from the Victorian Climate Projections 2024, ensuring relevance to PoM's operational context.

Climate-related risks and opportunities

PoM has consolidated its detailed register of potential climate risks and opportunities into several overall climate factors that span physical risk, transition risk, and climate-related opportunities. The level of impact of each factor varies depending on future climate scenarios, but these represent PoM's overall priorities for ongoing monitoring and further assessment to maintain our continued resilience.

Time horizons	Description
Short term (now to 2030)	Aligns with PoM's current 5-year budget and regulatory period.
Medium term (2030-2050)	Aligns with the period of significant infrastructure development currently forecast as part of the PDS (which includes planning out to 2055).
Long term (2050 – 2070)	Aligns with the 50-year planning cycle of port infrastructure and the end date of the Port Concession Deed in 2066.

Scenario	Temperature pathway	Source	Rationale for selected scenario
Rapid transition scenario	1.5°C	IPCC SSP1-1.9 – 1.5°C warming above pre-industrial levels by 2100, NGFS Net Zero 2050, IEA Net Zero	Used to test PoM's resilience to early transition risks in a scenario where the global economy decarbonises rapidly in the coming decades, and there is limited increase of current levels of physical risks due to slower global warming.
Gradual transition, uneven progress, local adaptation	2.7°C	IPCC SSP2-4.5 – 2.7°C warming above pre-industrial levels by 2100, NGFS NDCs, IEA Announced pledges	Used to test PoM's resilience to gradual transition risks, in a scenario of steady and disorderly transition after 2030. Global warming rate continue to rise leading to moderate to high physical risks globally.
Limited transition scenario, fossil-fuel growth	3+°C	IPCC SSP5-8.5 - +3°C warming above pre-industrial levels by 2100, NGFS current policies, IEA Current Policies	Used to test PoM's resilience to higher physical risk trends, in a scenario of rapid global temperature increase resulting in high and severe physical risks to the global economy.

Climate resilience and decarbonisation

Climate-related risks

Climate factors	Potential climate impacts	PoM's climate resilience considerations
Our climate risk and opportunity assessment considers key future climate factors	PoM identified a range of climate risks and opportunities, broadly summarised by the themes below	PoM has a range of actions already in place to manage existing climate risks and opportunities, and these will be adapted over time as we refine our understanding of long-term climate change impacts
Physical risk Sea level rise Severe weather events (storm, flooding, wind) Extreme temperatures	**Port infrastructure resilience:** gradual physical climate impacts such as long-term sea level rise and temperature changes may require changes to infrastructure design, maintenance or operations in the long term. **Port operations resilience:** intermittent physical climate impacts such as worsening storm events, flooding, and storm surges, may temporarily disrupt port operations and supply chains. **Trade and supply chain stability:** physical climate impacts such as extreme weather events, bushfires, and flooding may temporarily affect freight supply chain routes and trade commodity flows from affected regions.	Climate and weather are already a key factor in port infrastructure design standards and PoM asset planning strategies. Our ongoing monitoring and adaptive capacity planning processes account for adaptation to current and future climate conditions that help maintain infrastructure integrity, operational continuity and support long-term functionality. Our business continuity planning and safety protocols are in place to enhance our preparedness to minimise disruption and support reliable operations of the port during and after adverse weather events, including through the implementation of both preventative and reactive maintenance program. PoM is a diversified port serving a range of industries and commodities. We support a range of initiatives focused on strengthening supply chain resilience and regional partnerships to help maintain reliable throughput and service delivery.
Transition risk Policy & Legal Technology Market Social & reputation	**Policy and regulation:** emerging legal, regulatory and financial requirements linked to climate change and greenhouse gas emissions may require changes to infrastructure, operations and policy. **Energy transition planning:** the shifts toward low and zero emission technology may require changes to infrastructure planning and supply chain operations. **Trade and supply chain composition:** economic transition and long-term structural changes to global industries, trade goods and technology may influence port infrastructure needs and the range of trade goods passing through the port. **Stakeholder expectations and public perception:** evolving stakeholder expectations relating to climate action and energy transition may influence PoM's social license to operate.	As a material risk to PoM, climate change has oversight by the Board. Our cross-functional Climate Change Working Group manages climate risk and opportunity assessment and reporting. We have pursued voluntary climate risk and GHG emissions actions in advance of mandatory legislation, which has improved our readiness for these changes. PoM is actively planning for future infrastructure and operational needs to align with evolving energy transition requirements to support Australia's and the global shipping sector's transition toward lower emissions. The PDS considers long term planning to meet future trade needs, including forecasting and adapting to changes in trade volume, commodity type and infrastructure services required. PoM continues working with stakeholders to explore the opportunities that support economic transition to future fuels and commodities and enhance long-term sustainability and operational resilience of the port. Example includes the low carbon methanol (**LCM**) bunkering feasibility study.

Climate resilience and decarbonisation

Climate-related opportunities

Opportunity type	Potential climate benefits	PoM's climate resilience considerations
Resource efficiency	**Prudent operational cost management** can be supported through more efficient resource utilisation and improved operational productivity via optimised use of the port's transport infrastructure.	PoM's infrastructure and capacity planning already considers opportunities for resource efficiency, carbon reduction and operational productivity optimisation and will continue to explore suitable innovative solutions over time.
Energy systems	**Changing energy needs in the transport sector** provide the potential opportunity for PoM to facilitate new energy infrastructure or supply chains for low carbon fuels and electricity, while strengthening the resilience and reliability of the port-wide energy network to support evolving operational requirements.	We support a long-term energy transition. Our role is to understand the needs of port users and the port freight supply chain to transition to new technologies and identify the port infrastructure needs that may be required to support this transition.
Markets	**Strengthened ability to preserve core business value** by prudently optimising asset performance, while maintaining readiness to meet evolving regulatory and operational requirements associated with decarbonisation and the energy transition.	Our ongoing Scope 3 engagement program with port users and stakeholders helps to identify port-wide opportunities for decarbonisation and energy transition. These opportunities are monitored through our sustainability program and our PDS to support evolving infrastructure and operational needs.
Resilience	**Proactive climate resilience planning** could improve operational stability, infrastructure reliability, and supply chain efficiency across varying conditions.	We take a proactive approach to managing climate risks and maintaining port resilience. This includes business continuity planning, climate-resilient asset and operations management. We continue working with a range of stakeholders to support freight supply chain reliability and efficiency.

(Row group label: Opportunity)

Climate resilience and decarbonisation

Climate metrics and targets

PoM is committed to reducing our emissions and engaging with stakeholders to facilitate decarbonisation across the port supply chain.

PoM has a Net Zero target by 2030 for our Scope 1 & 2 emissions

Since setting this target at the end of FY23, PoM has made positive progress in reducing our emissions.

In FY25, Scope 1 and 2 emissions were 1,110 tCO$_2$e, a reduction of 30% from FY24 which brings PoM to a total reduction of 62% since our net zero baseline year of FY22.

Reductions achieved in FY25 were due to the commencement of PoM's renewable PPA on 1 July 2024. The PPA means that approximately 61% of our current electricity needs come from renewable electricity sources, such as Victorian-generated solar and wind farms.

To successfully achieve our 2030 Net Zero target, PoM is planning to transition our corporate vehicle fleet and marine survey vessel to electric or zero-emissions fuel technologies.

PoM is engaging with port stakeholders to facilitate Scope 3 decarbonisation

In addition to tracking our Scope 1 and 2 emissions, we estimate Scope 3 emissions from shipping, port tenants, development projects, road and rail movements within the port precinct. Our full Scope 1, 2 and 3 emissions sources are included on the following page.

PoM recognises the need to engage with our Scope 3 value chain to work together to achieve emission reductions. While we do not have direct control or influence on the decisions made by our stakeholders, we have committed to an engagement program that ensures that we implement initiatives that can encourage our Scope 3 stakeholders to

decarbonise. Our Scope 3 engagement target commits us to gradually increase our engagement coverage up to 99% of our total Scope 3 emissions by FY27.

In FY25, PoM had direct engagement with the largest port shipping lines and tenants, which, collectively, represents 78% of our total Scope 3 emissions.

Scope 1 and 2 GHG emissions
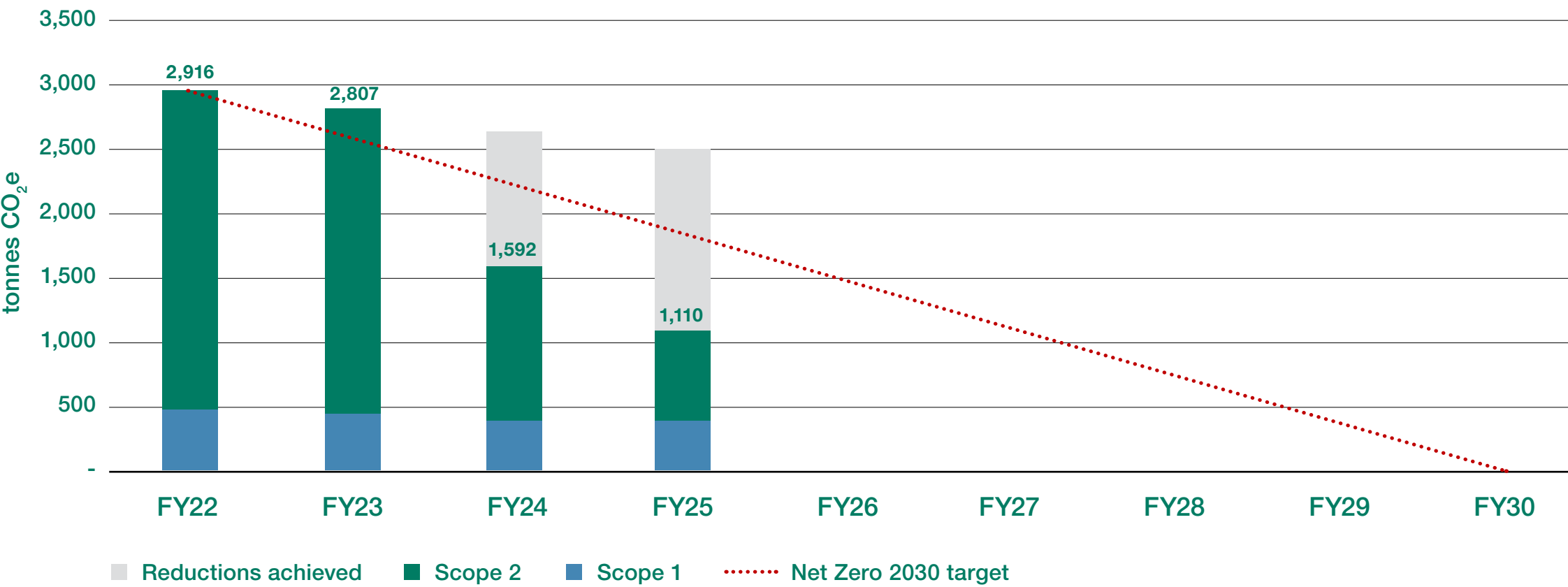
Bar chart showing tonnes CO$_2$e on the y-axis (0 to 3,500) across fiscal years FY22 to FY30. Values shown: FY22 = 2,916, FY23 = 2,807, FY24 = 1,592, FY25 = 1,110. Legend: Reductions achieved (grey), Scope 2 (dark green), Scope 1 (blue), Net Zero 2030 target (red dotted line).

PoM's Scope 3 engagement target

FY24
66% engagement reached
(target 50%)

FY25
78% engagement reached
(target 70%)

FY26
(target 90%)

FY27
(target 99%)
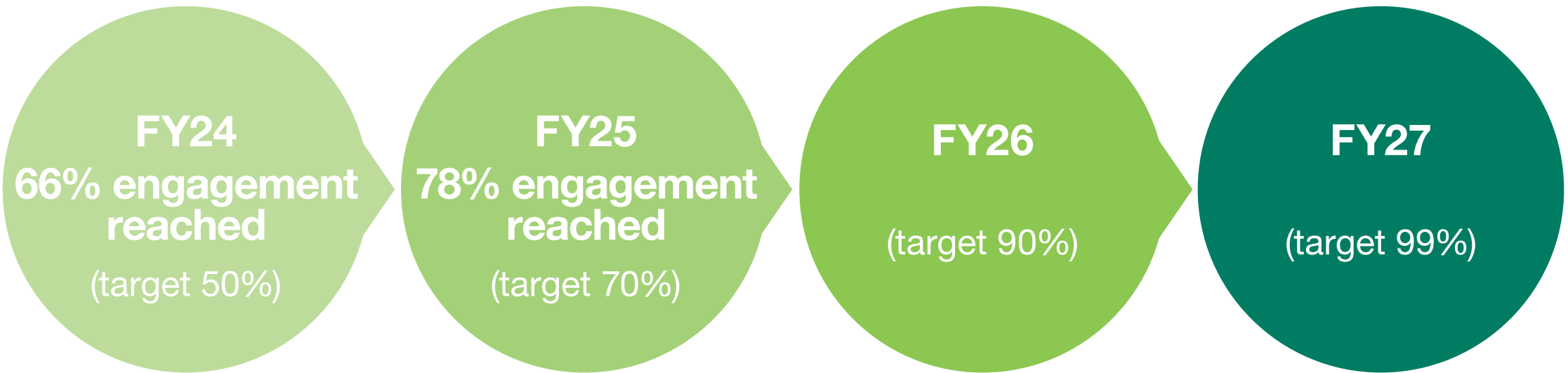
Climate resilience and decarbonisation

Climate metrics and targets

PoM's Greenhouse gas (GHG) emissions

Emissions source	Tonnes CO$_2$e	Activities included	Decarbonisation opportunities for PoM and the port sector
Scope 1 and 2	**1,110**	**PoM's operational GHG emissions**	**PoM has a net-zero emissions target by 2030 for our own operations.**
Scope 1 (fuel)	404	Fuel used by the fleet vehicles and the marine survey vessel which are owned and managed by PoM.	Transitioning our vehicle fleet and survey vessel to electric or alternative fuel power.
Scope 2 (electricity)	706	Electricity used by buildings and port services managed by PoM.	Energy efficiency, renewable PPA and additional renewables purchasing and generation.
Scope 3	**362,055**	**PoM's upstream and downstream supply chain emissions**	**PoM will engage with stakeholders to facilitate decarbonisation across the port supply chain.**
Shipping	240,204	Ocean-going vessels and tugs travelling, anchored and at berth within port waters. Port waters include around 95,000 hectares throughout Port Phillip Bay and extend 3 nautical miles outside the Bay's Entrance.	Port capacity and efficiency improvements to accommodate newer and larger ships, growing trade volumes, and lower emissions per TEU. Long term opportunities to support the shipping industry in its transition to newer more efficient vessel and low carbon fuel technology.
Tenants	97,418	Operational activities, fuel and electricity used by tenants in the port precinct. We operate a landlord port model and most landside activity is managed by tenants.	Working with our tenants to improve data and understanding of energy and emissions opportunities.
Major projects	16,927	Fuel, electricity, waste and embodied emissions from materials on port development projects. We expect a year-on-year variation depending on development projects underway.	Reviewing sustainability and emissions objectives in major project planning, design and construction phases.
Road and Rail	1,655	Transportation of cargo by trucks and trains within PoM's landside boundaries. External road and rail networks are outside our control and Scope 3 boundary; however, we do develop port infrastructure to support efficiency and emissions benefits to the wider network.	The Port Rail Transformation Project and other port enhancements to increase the mode share of freight moved by rail. Improving road and rail efficiency and connections to the port.
Operations and maintenance contractors	1,978	Operations and maintenance of infrastructure including dredging, surveying, landscaping and other activities performed by contractors.	Increasing our engagement with employees, contractors and suppliers to understand, measure and reduce emissions.
Business operations	2,665	Corporate activities including office goods and services purchasing, waste, business travel and employee commuting.	
Professional services	1,207	Professional services including business, legal, human resources, accounting and engineering consulting.	
Scope 1, 2 and 3	**363,165**		

Case study: Low carbon methanol bunkering

With increased focus on maritime decarbonisation, LCM emerges as a potential alternative marine fuel for the shipping industry to reduce GHG and pollutant emissions.

In March 2023, PoM signed a Memorandum of Understanding with industry partners Maersk, ANL (part of the CMA CGM Group), Svitzer, Stolthaven Terminals, HAMR Energy and ABEL Energy to explore the commercial feasibility of establishing an LCM bunkering hub at the port. The study was completed in FY25.

The study found that, although the port has infrastructure to store methanol, there are current and emerging challenges in the LCM supply chain that must be addressed before there is long-term commercial viability of LCM bunkering in Melbourne.

The study is intended to support further engagement between industry and government to better understand these barriers and how they may be addressed.

Read more in our Feasibility study here.

MoU Participants

LCM Suppliers — HAMR Energy, ABEL Energy

Supply Chain & Storage — Stolthaven Terminals

Port — Port of Melbourne

End Users — MAERSK, SVITZER, ANL

Low Carbon Methanol Strategic Supply Chain

Victoria

Tasmania

🟢 Proposed LCM production
🔵 Proposed LCM bunkering

Biodiversity

PoM manages 534[6] hectares of port land which is primarily repurposed industrial or reclaimed land. Considering the area's urban nature, the biodiversity and the structure of habitats are the result of human and natural elements that frequently change.

Our marine operations encompass comprehensive seafloor surveys covering 95,000 hectares within Port Phillip Bay. PoM is also responsible for maintaining allocated shipping channels and dredged material grounds where the sand and silt dredged from the port's berths and river channels are deposited. These activities are carefully managed to prioritise the preservation of the surrounding ecosystem and protect marine national park areas inside and outside port waters.

FY25 Biodiversity and habitat management status

1,248ha Habitat protected

6,244ha Habitat maintained

0ha Habitat removed or use change

Port Phillip Bay

Legend:
- Habitat maintained
- Port Phillip Heads Marine National Park
- Habitat protected (in port land & waters)
- Habitat protected (out of port land & waters)
- Dredged material grounds
- Port waters
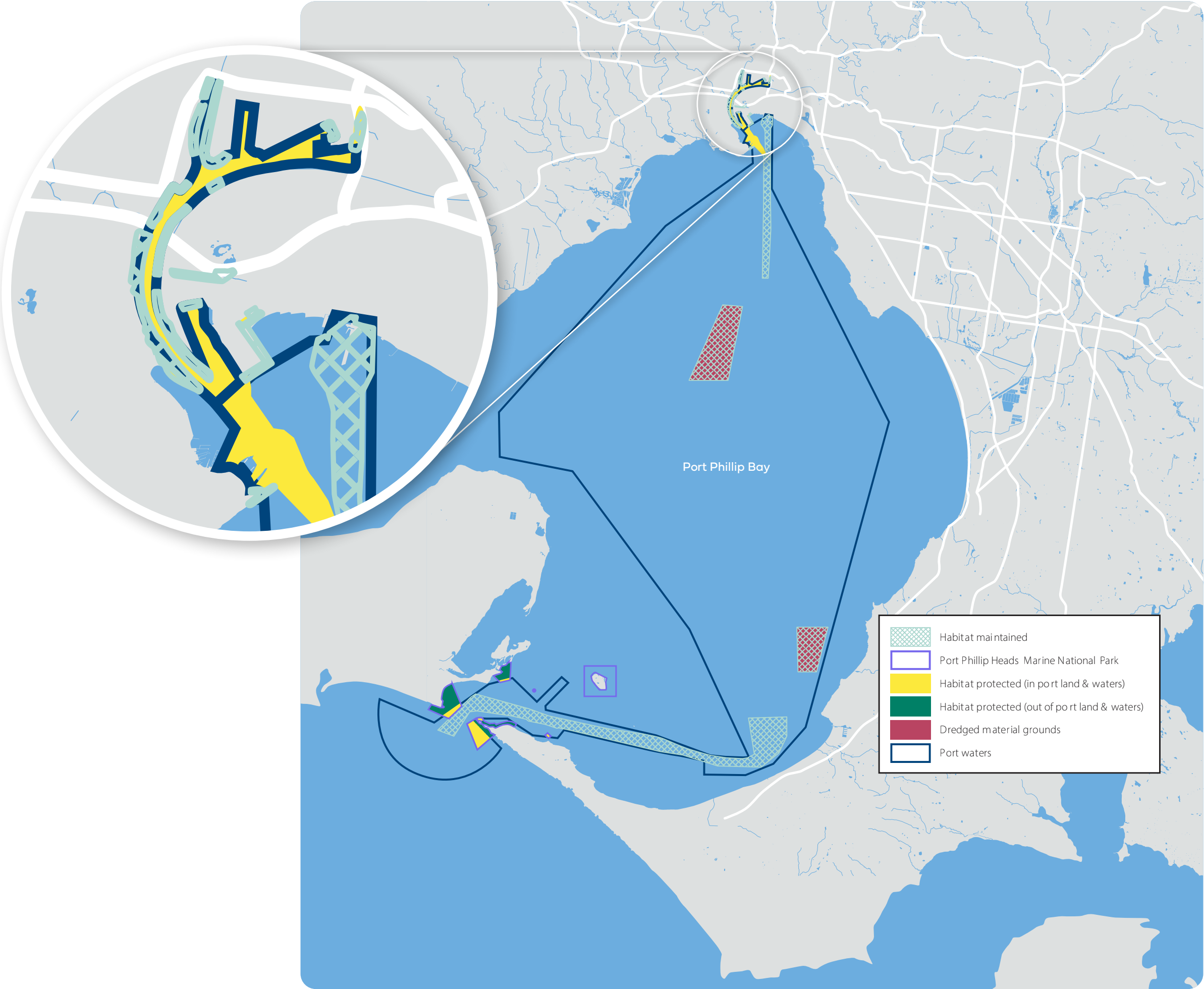
Biodiversity initiatives

We seek innovative and sustainable approaches to enhance the management of biodiversity ecosystems in our areas. In FY25, PoM is pleased to have continued to participate in the following port biodiversity initiatives:

- **Testing the Waters:** Victorian Ports Marine Surveillance Pilot Program, is a shared initiative between PoM, Agriculture Victoria, Ports Victoria, Deakin University and EnviroDNA to provide early surveillance tools to detect exotic marine pests within commercial ports;

- **Hosting sentinel bee hives** as part of the National Bee Pest Surveillance Program; and
  Providing Seal the Loop bins to encourage anglers to responsibly dispose of discarded fishing line.

[6] with the inclusion of approximately 29 hectares of the former Melbourne Wholesale Market site, for which PoM signed a lease in FY25 and expects to access in 2026.

Biodiversity

Case study: Shellfish Reef Restoration project

PoM, in collaboration with The Nature Conservancy (TNC), delivered a targeted shellfish reef restoration initiative within Port Phillip Bay.

This project aimed to remediate the Dredge Material Grounds (**DMG**) through the strategic restoration of shellfish reefs at a permitted site. The initiative is part of the TNC's ongoing national shellfish restoration program, which seeks to re-establish shellfish ecosystems at 60 locations across the country by 2030.

To date, this project has contributed an additional 1.2 hectares of restored reef habitat, building on prior restoration efforts and providing ecological enhancement over dredge spoil within the DMG. Reef construction incorporated approximately 400m3 of recycled cultch shells used for reef formation and seeding within the DMG. To enhance structural complexity and habitat suitability, a surface layer of limestone was applied. All reef construction and

installation were executed in accordance with the *Marine and Coastal Act 2018* (Vic) and within 1m horizontal tolerance.

The shellfish reefs will be monitored by PoM and TNC for a period of two years following completion of construction, until it becomes a fully developed reef comparable to Margaret's Reef, located 10km away. Assessment of performance will be used to identify potential future opportunities for expansion within other DMG areas. The long-term goals include the public dissemination of project outcomes to facilitate knowledge sharing, support continuous improvement in restoration efforts, and evaluate environmental opportunities at other DMG sites.

Photo: The Nature Conservancy

Case study: Water Injection Dredging Trial

PoM, in partnership with Polaris Marine Group and in2Dredging, conducted a water injection dredging (WID) trial within the Yarra River channel.

The objective was to assess the feasibility of this method as a low impact maintenance dredging approach for accessing protection structures over service pipelines.

The WID involved low-pressure, high-volume water injections to fluidise seabed sediments for natural relocation, supporting alignment with environmental and regulatory requirements.

A modified 29-meter tug was used, equipped with a 2-tonne sweep bar fitted with 40 water jets connected to a 466kW jetting pump. Jet impact assessment modelling confirmed the applied pressure would have no adverse impacts on existing grout or steel structures.

The trial demonstrated that WID enables efficient sediment dredging with minimal disruption to operations. Compared to traditional methods, WID delivered improved efficiency, reduced fuel use, and lower infrastructure interaction, and therefore supported the method's potential as a sustainable maintenance dredging approach in sensitive port areas of interest.

Biosecurity

PoM supports the Department of Agriculture, Fisheries, and Forestry in safeguarding Australia from the threat of harmful pests and diseases that could potentially infiltrate the country through trade commodities at the port. We are required to adhere to the *Biosecurity Act 2015* (Cth), which outlines how biosecurity threats to plant, animal, and human health are managed in Australia and its external territories. PoM recognises the role in protecting Australia from potential biosecurity threats.

Resource management

Materials and Waste

PoM is committed to minimising waste generation in the development and maintenance of our port infrastructure by actively prioritising the reuse and recycling of materials wherever feasible.

As a business, PoM produces relatively minimal waste, with a focus on office-based waste management and awareness. In FY25, we achieved a 65% diversion from landfill for our corporate office waste.

Water

The port consumed 50,864 kilolitres of potable water in FY25, consistent with its long-term historical average. We use water for a range of office-based and port operational purposes, but a large portion of our water is consumed by port users. To support commercial shipping, we make available the infrastructure, connectivity, and metering for fresh water needed by visiting vessels. This made up 21% of PoM water use in FY25. Significant variation in this water usage each year is expected, as it is driven by the changing needs of vessels, the uptake of this service, and an increase in infrastructure development activity.

To assist in effective stormwater management, PoM maintains several gross pollutant traps, shut-off valves and interceptor pits in open areas and common user facilities across the port. These traps help to moderate potential harmful materials, such as pollutants, from entering the water. We also provide an extensive network of groundwater wells across the port that are periodically sampled for early detection of potential groundwater impacts.

We work with our tenants and conduct periodic environmental inspections to assess risks to the environment including stormwater. Where applicable, we may require new tenant developments to be undertaken to incorporate effective stormwater management systems.

Pollution

PoM plays an important role in preventing, identifying and responding to pollution incidents at the port. We require our tenants to have established emergency management plans and procedures that include whole of port emergency notification contact details. Marine pollution events of all severities are reported to the Victorian Environment Protection Authority (**EPA**) and other regulators as required.

While PoM is responsible for providing a 'first strike' response to any marine pollution incident that occurs within the berth pockets of the port, Ports Victoria assumes the role of incident controller in the event that the incident requires a response beyond first strike.

There were no major pollution incidents reported on land or water in or around the port in FY25.

Noise and air quality

PoM Noise and Air Management Plan outlines the framework for monitoring noise and air emissions from port activities, in line with regulatory requirements.

Noise

PoM conducts ongoing noise monitoring to minimise the impact of construction work, and, in collaboration with tenants, the impact of cargo ships. We require relevant tenants and contractors to have noise management plans and where applicable, conduct noise reduction assessments and modelling for proposed 24-hour operations.

PoM utilises a real-time monitoring system located at Webb Dock Precinct, and several other locations across our operations. Noise monitoring data is integrated with the port's Automatic Identification System (AIS), which tracks vessel movements. The system detects threshold exceedances and provides functionality to review recorded noise levels; and supports the implementation of automated alerts when predefined noise levels are reached. The AIS is aligned with the Webb Dock Precinct Stakeholder Engagement Plan.

In FY25, complaints remain minimal with only three reported incidents, mainly relating to evening and overnight vessel activities. In FY26, PoM will pilot an automated noise alert system at the Gellibrand terminal. The system is designed to send real-time notification when set noise thresholds are exceeded.

Air quality

PoM engages with tenants and contractors on air pollution matters and requires them to develop and implement environmental management plans to address air emissions in alignment with regulatory standards.

PoM co-funded an EPA air monitoring study in FY24. Following the findings, an external provider was commissioned to undertake a PM2.5 (particulate matter < 2.5 micrometres in diameter) monitoring program at Webb Dock. This was expanded into a broader program to collect data on PM10 (particulate matter <10 micrometres in diameter) and other relevant air emissions.

This program now extends to several other locations across the port, including the Northern Precinct. Data is assessed against the relevant National Environment Protection (Ambient Air Quality) Measure or EPA Environment Reference Standard criteria.

In FY26, PoM will undertake additional air quality monitoring programs, before and after the opening of the West Gate Tunnel Project. The program will assess potential impacts from traffic volumes on the new bridge and elevated roadways in the Northern Port Precinct.
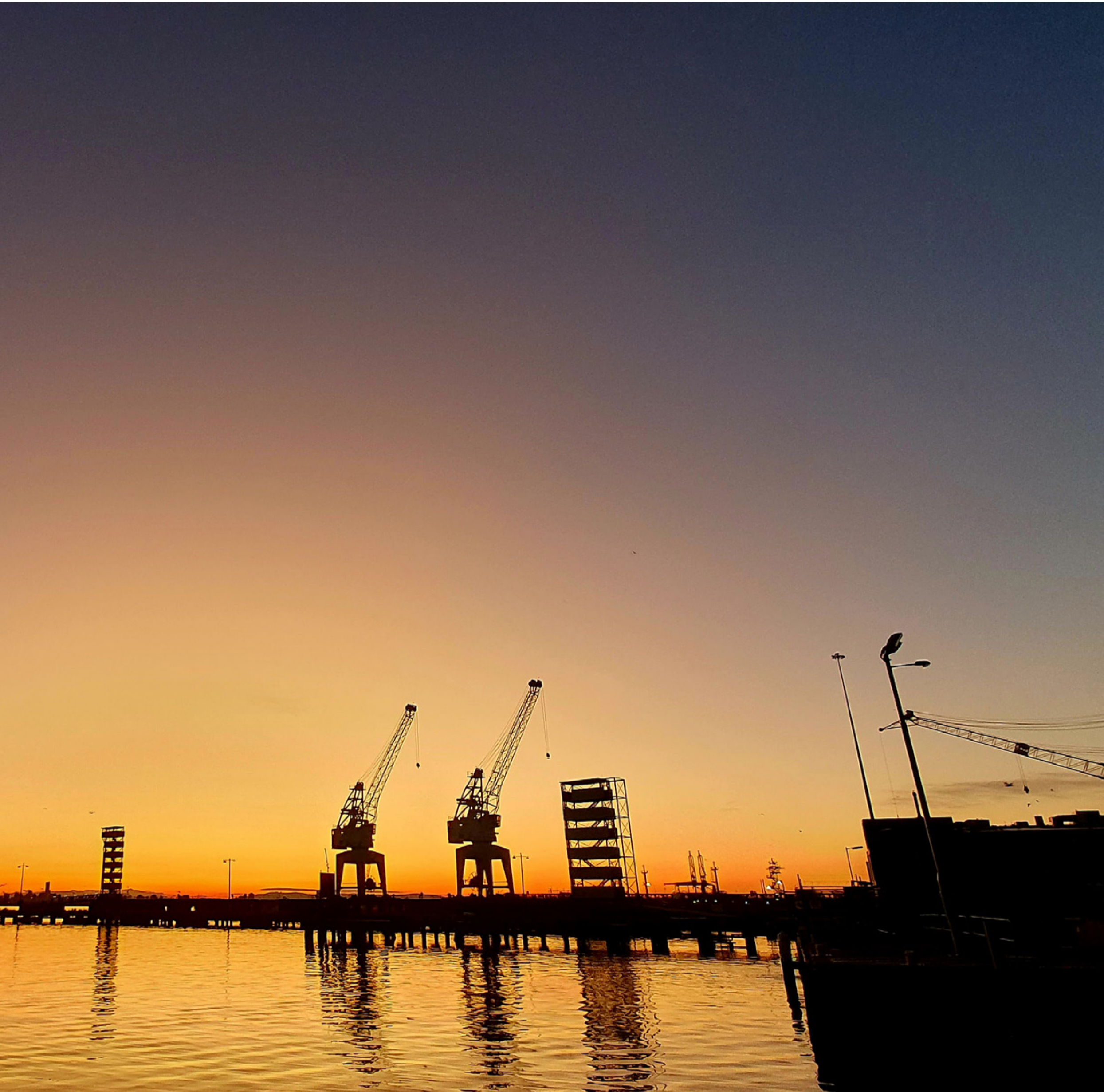
Partnerships

Our sustainability objective:

Develop stakeholder relationships to support mutual sustainability objectives, increase the effectiveness of our actions, and maintain our social licence.

FY25 PARTNERSHIPS HIGHLIGHTS

Over
18,000
Number of seafarers served by our seafarers' welfare community partners
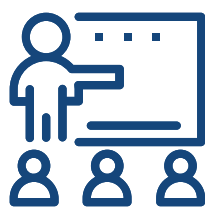
4,475
Students participated in the Port Education programs

$231,000
Community partner cash contribution

ALIGNED WITH UN SUSTAINABLE DEVELOPMENT GOALS:

11 SUSTAINABLE CITIES AND COMMUNITIES
17 PARTNERSHIPS FOR THE GOALS

Stakeholder engagement

Stakeholder engagement programs

In addition to ongoing engagement with our stakeholders on everyday matters, in FY25, PoM completed a range of distinct engagement programs linked to major port activities.

Our major engagement programs included:

- 2055 PDS – Stages two and three of the 2055 PDS engagement program were completed in FY25, following preliminary engagement in FY24. Comprehensive engagement summary reports are available on our PDS website.
- 2025 Rail Access Strategy – PoM interviewed all existing train operators, train owners, and the Australian Rail Track Corporation to understand existing and planned operational changes for our draft 2055 PDS.
- Beacon Pile Replacement Program – Stage one of the project commenced in August 2024. Key stakeholders were notified of the project in advance, including being provided with a fact sheet outlining what to expect throughout the works period. Our approach extended beyond government, port users, and passenger vessels, to include almost 30 local stakeholders and yacht clubs.
- PoM will deliver a $21 million roads program over a five-year period improving road user experience and increasing safety throughout each of the port precincts. In late 2024, PoM established an appropriate audience and channels of communication to keep stakeholders up to date. Targeted tenant communications and engagement is undertaken based on works locations with broader updates provided via PoM's industry updates.

- The 2025 Dredging and Sweeping Campaign included notification via electronic direct mailout (eDM) to 49 stakeholders, additional notifications via email to government stakeholders, wharf-side tenants, and meetings with key identified stakeholders. Broad reaching communications were provided to over 1,200 industry update and over 2,000 community newsletter subscribers. We also updated our website to include information on timing, dredging areas, a fact sheet and a Notice to Mariners.
- Yarra River Protection Services – Works were undertaken to safeguard three services in the Yarra River downstream of the West Gate Bridge. Communication and engagement spanned 12 months and included stakeholder targeted early information about the project, an online briefing session, frequent 15-minute dial in meetings multiple times a week for an almost three-month duration, and three industry updates.
- Douglas Parade Rock Revetment Project – Works were carried out on sections of the revetment throughout January to March 2025 to protect against erosion. The Bay Trail West pathway near the works area was impacted and an alternate pathway was provided for community throughout the works period. Signage was displayed, accompanied by clear guidance on how to manage public enquiries. Following the completion of the project, seal the loop bins were installed at 10 locations. These bins help keep aquatic wildlife safe by providing anglers with an easy way to responsibly dispose of unwanted fishing gear such as fishing lines, hooks, sinkers and bait bags.

Our major stakeholder engagement programs:

Port Capacity Enhancement Program (PCEP)

As part of PoM's stewardship obligations, we are required to ensure that port capacity can meet the future demands of Victoria's growing economy. The port has been engaging about the next stage of port capacity, called PCEP.

PCEP involves developing a fourth international container terminal and securing the long-term future for the Tasmanian Trade Operators.

PoM carried out stage two engagement on the PCEP draft cost benefit analysis (**CBA**) from 24 May 2024 to 31 July 2024. A total of 23 submissions were received. We responded to each submission throughout October and November 2024. The PCEP Stage two 'What We Heard' report is available here and summarises feedback received from stakeholders.

The draft CBA process provided valuable additional information for the draft 2055 PDS, particularly in respect of infrastructure development and port land use.

Read more in our Port Capacity Enhancement Program here.

Stakeholder engagement

The 2055 Port Development Strategy Engagement Program

The PMA requires port authorities to prepare a PDS to guide capacity planning for trade through the port, protect transport corridors from sensitive-use encroachment and manage urban and amenity impacts.

PoM engaged with our stakeholders to ensure that those who do business, live near and interact with the port could provide their feedback to help us develop our thirty-year 2055 PDS, including:

- stevedores and tenants;
- shipping lines and cargo interests in Victoria, New South Wales and Tasmania;
- freight rail and transport operators;
- non containerised trade and manufacturing companies;
- port and freight industry associations and peak bodies;
- Victorian, Tasmanian and Australian government agencies and departments;
- local businesses, community organisations and advocacy groups;
- residents from communities surrounding the port; and
- local governments.

In FY25, we conducted stakeholder interviews and workshops to enhance our understanding of key emerging trends and issues which may impact the current and future needs of the port. This included 49 one to one meetings, three workshops with community, industry associations and peak bodies and government, and five meetings with local government about:

- trade assumptions and economic benefit;
- PoM's role responding to the energy transition;
- infrastructure requirements for port land, waters and channels;
- integrated approach to port transport planning; and
- environmental, sustainability and social considerations.

We received wide ranging feedback from stakeholders on their priorities for the long-term planning for the port and released our draft 2055 PDS for public consultation in April 2025. Stakeholders were invited to make formal submissions in respect of the draft and provide feedback. To assist stakeholders, we conducted a series of pre and post release briefings, with 111 stakeholders attending our post release briefings. Twenty-six stakeholders made submissions about our draft 2055 PDS including nine tenants and port users, six industry associations and peak bodies, three local government, three state government and five from community.

Port users and tenants

As the manager of the port, we are committed to delivering capacity and supply chain efficiencies to meet the growing needs of our economy. We look forward to working with port users, our tenants, government, the ESC, and our broader stakeholder network to accommodate future growth at the port.

Through the delivery of sustainable port infrastructure, PoM aims to establish a sustainable and competitive supply chain which will benefit all Victorian communities.

Our commercial relationships with port users and tenants are governed by a range of regulatory and voluntary commitments to ensure port infrastructure is operated and maintained in a prudent and efficient manner. Operations in key port areas of interest are regulated by relevant legislation, with oversight frameworks in place to support environmental compliance, maritime safety and competitive market practices.

Prescribed Services

The provision of Prescribed Services is regulated under the Pricing Order, a regulatory instrument issued by the Governor in Council under section 49A of the *Port Management Act 1995* (Vic) (**PMA**).

The Pricing Order regulates tariffs for Prescribed Services, which include the provision of channels, berths, short-term storage, and access to wharves, roads and rail. Leasing of space and facilities on port land is not classified as a Prescribed Service and is not covered by the Pricing Order.

Every year, PoM is required to submit a TCS to the ESC, which demonstrates how tariffs for the upcoming financial year comply with the Pricing Order.

Regulatory Objectives

The objectives of the regulatory framework are set out in the *Port Management Act 1995* (Vic) and include:

- Promoting the efficient use of, and investment in, the provision of Prescribed Services for the long-term interests of users and Victorian consumers.
- Ensuring tariffs for Prescribed Services are fair and reasonable whilst having regard to the level of competition in, and efficiency of the port.
- Allowing PoM to recover its efficient costs of providing Prescribed Services.
- Facilitating and promoting competition between ports, shippers, and third-party operators.

Read more about our Regulatory framework here.

Tenancy Customer Charter

PoM manages the land and lease arrangements for a range of tenants. Our voluntary Tenancy Customer Charter (**Charter**) guides our approach to engaging with port tenants and seeks to:

- provide transparency of negotiating processes, by explaining the steps and the timeframes involved and provide guidance on the nature and purpose of terms and conditions that are typically contained in leases;
- assist existing tenants, prospective tenants and PoM in negotiating terms and conditions of leases that are commercially acceptable to both parties;

- explain the mediation and dispute resolution processes that exist to support existing tenants, prospective tenants and PoM in negotiating terms and conditions of leases that are commercially acceptable to both parties; and
- explain the compliance monitoring and reporting regime that accompanies the Charter.

PoM publishes an annual performance report that details how we have performed against KPI that demonstrate compliance with, and performance against, the Charter.

The Annual Performance Report has been prepared for the period 1 January 2024 to 31 December 2024 (**Reporting Period**) and notes the following:

- one Market Rent Review was agreed;
- 100% compliance with the notification timeframes in the Charter for lease expiries being no less than

18 months before existing lease expires (30 months for Coode Island Tenants);
- three new leases executed with existing tenants;
- 100% of new leases with existing tenants were executed by the expiry date of the existing lease;
- three new leases executed with new tenants;
- no leases went to an Independent Valuer for determination of a Reasonable Market Rent; and
- one new Bona Fide Competitive Tender process was undertaken by PoM.

Read more about our Tenancy Customer Charter here.

Industry

Working groups and committees

PoM participated in several external industry working groups and committees to advocate for and share knowledge on, infrastructure development and supply chain issues including:

- Australian Logistics Council Board;
- Australian Logistics Council Taskforce on Rail Freight;
- Committee for Melbourne Infrastructure, Freight and Logistics Committee;
- Ports Australia Board;
- Several Ports Australia committees including the Engineering and Asset Management Committee, Port Security Committee, Port Operations Committee, Corporate Affairs and Communication Committee, Work, Health and Safety Committee, Cybersecurity Committee, Environment, Planning and Sustainability Committee, Legal and Governance Corporate Committee, Industrial Relations and Human Resources Committee, Logistics Committee, and Noise Subcommittee;
- Property Council of Australia, Industrial and Logistics Committee;
- Tasmanian Transport Association;
- Tasmanian Chamber of Commerce and Industry; and
- Tasmanian Logistics Council.

Conferences and events

PoM sponsored or provided in-kind support to several industry awards and conferences including:

- Australian Grains Industry Conference;
- Grain New South Wales: AGM & Industry Gathering;
- Rice Growers awards and conference;
- Riverina Wine Awards;
- Seaway Golf Day – Mildura;
- Shipping Australia Victoria Golf Day;
- Tasmanian Export Awards;
- Tasmania Agricultural Productivity Group;
- Victorian Farmers Federation Grains Council – Horsham; and
- Maritime Industry Australia Ltd Maritime Decarbonisation Summit.

Industry group memberships

PoM is a member of a range of industry groups promoting economic development and transport network collaboration including:

- American Chamber of Commerce in Australia;
- Australian Chamber of Commerce and Industry Business Leaders Council;
- Australia China Business Council;
- Australian Logistics Council – Wayfinder program;
- Australasian Railway Association;
- Bulk Liquids Industry Association;
- Business NSW – Riverina Murray;
- C40 Green Ports Forum
- Committee for Economic Development of Australia;
- Committee for Melbourne;
- Committee for Wagga;
- Freight and Trade Alliance;
- Geography Teachers Association;
- Grain NSW;
- Infrastructure Partnerships Australia;
- Infrastructure Sustainability Council;
- The International Association for Public Participation (IAP2);
- Launceston Chamber of Commerce;
- Maritime Industry Australia;
- NSW Business Chamber of Commerce;
- Ports Australia;
- Property Council of Australia;
- Rice Growers Association;
- Tasmanian Transport Association.

Industry Boat Tours

To improve knowledge and understanding of port operations, PoM provides boat tours for industry organisations and academic institutions.

In FY25, we conducted three industry boat tours. One tour hosted representatives from 51 industry groups, with a total of 216 people in attendance. The remaining two tours were dedicated to university groups including 166 students studying a Bachelor of Commerce, or a Master of Management in Supply Chain from the University of Melbourne. The remaining 70 were studying a Master of Supply Chain Logistics from the Royal Melbourne Institute of Technology.

Contributing to government policy

PoM engages with the government to support sustainability in the freight and shipping sector.

In FY25, we supported the Australian Government's initiative to advance low emissions technology and fuels within the industry. As noted above, PoM developed an LCM bunkering feasibility study, and the findings were shared with the government and industry partners (see Low carbon methanol bunkering case study above).

PoM contributed to the Maritime Decarbonisation Technical Exchange, hosted by Partnerships for Infrastructure and facilitated by the Department of Foreign Affairs and Trade, by welcoming a delegation of international ports from Thailand, Malaysia and Vietnam. The visit encouraged port-to-port knowledge exchange, discussions on global innovations and the challenges in transitioning ports to net zero targets.

We participated in a roundtable led by the Australian Maritime Safety Authority, bringing together government and industry to explore some of the near-term transitional opportunities presented by energy efficiency, drop-in-fuels, maritime regulations and industry skills and training needed to support the sector to decarbonise in the longer term.

We also attended a federal government briefing on the recent International Maritime Organisation (**IMO**) Net Zero Framework, delivered by the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. It highlighted Australia's role in IMO negotiations and the shared responsibilities of international governments and industries in achieving global decarbonisation goals.

We worked with Freight Victoria on the development of the 2025 Freight Plan which reflects our efforts to collaboratively explore options to provide low carbon liquid fuels alongside broader decarbonisation objectives. The plan includes a state government commitment to work with the industry to set a clear pathway for the freight sector to contribute towards Victoria climate action targets.

In FY26, PoM will continue to collaborate with the government on the development of new industries and technologies essential for maritime and transport decarbonisation efforts.

Community

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

We partner with not-for-profit organisations in the communities in which we operate to help address social issues.

Our Community Investment

Our Community Investment program is aligned with the globally recognised Business for Social Impact Framework methodology and is strategically focused on 'community', 'planet', and 'education'. Building on our proud history of local partnerships, we support organisations, projects, and activities in the City of Maribyrnong, City of Melbourne, City of Hobsons Bay, and City of Port Phillip.

Community Investment Outcomes Framework

Focus Areas	Community	Planet	Education
	Supporting inclusive and thriving communities.	**Supporting the community to minimise impact on port and community land, air, and waters.**	**Supporting enhanced education opportunities in our communities.**
Outcomes (the result we want to achieve)	Reduction in vulnerability and disadvantage in our communities.	Our environment is supported, enhanced, and protected.	Our communities have an enhanced understanding of maritime operations, and maritime history is preserved.
	Local business in our community thrives.	Our community is connected with, and cares for, our natural heritage, including Aboriginal and Torres Strait Islander heritage.	Our communities are supported to develop skills to work in the maritime and supply chain industry.
	Community and seafarer wellbeing is supported and prioritised.	The impact on the environment is reduced	Our communities can access enhanced local education and leadership opportunities.

In FY25, we continued our long-term partnership with Foodbank Victoria, continued our support of seafarers' welfare through Stella Maris and The Mission to Seafarers, and local community partnerships with the Williamstown Football Club and Williamstown Surf Life Saving Club.
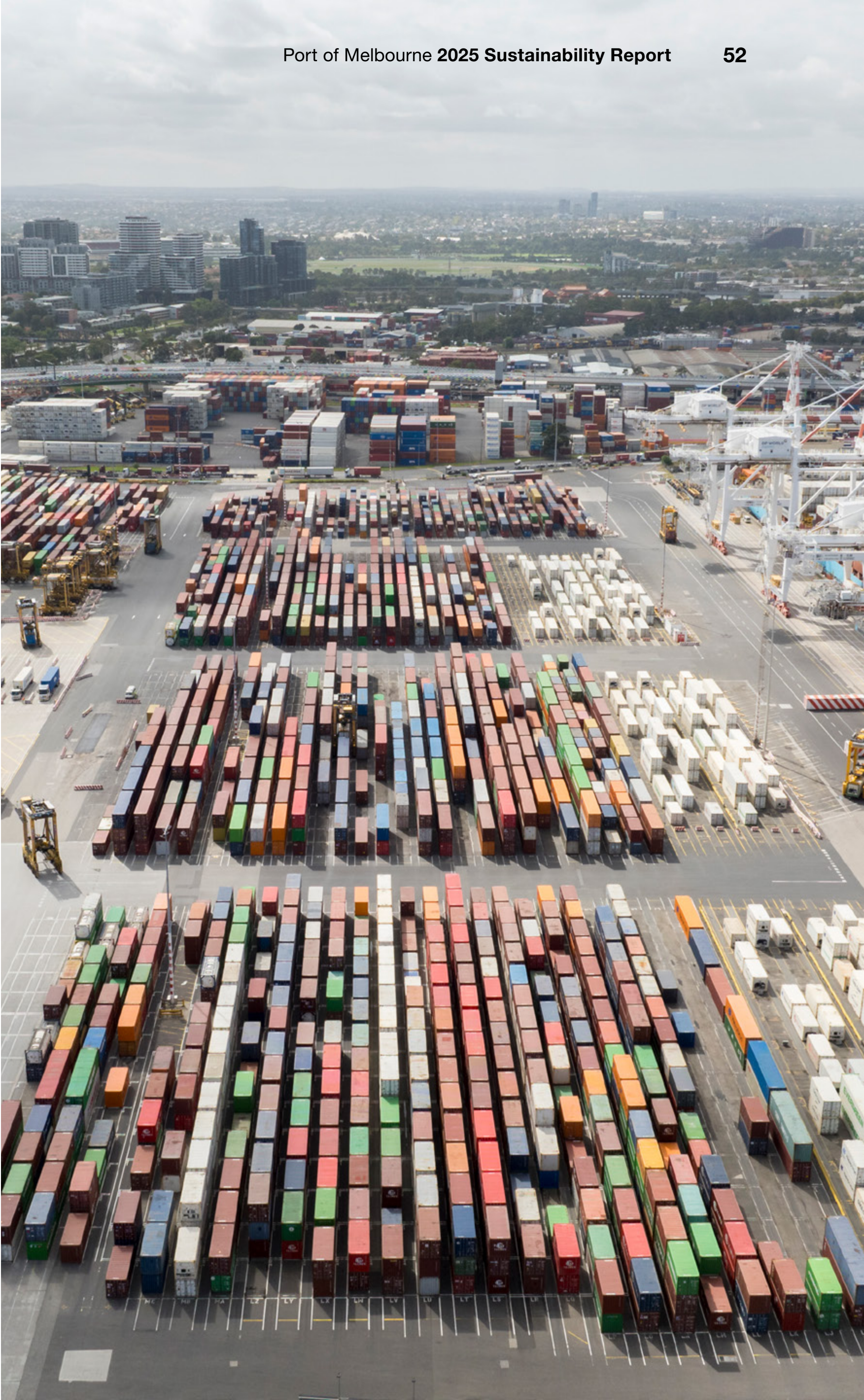
Community

Our FY25 community contributions outcome:

Community investment

FY25	PoM Community Investment
$231,000	Total cash contribution to community partners
1,100 primary and secondary school students, including 52 First Nations students	Through our partnership with Williamstown Football Club, we delivered Seagull and Accelerated Football Clinics in Hobsons Bay and Maribyrnong schools to support student development.
931 community members	Participated in the Williamstown Open Water swim event, nippers and starfish programs through PoM funding support.
2,600 community members	Attended 16 port boat tours.
50 women in the community supported to understand opportunities for careers in the supply chain and logistics industry	Through PoM sponsorship and event support to the Australian Logistics Council Wayfinder program.
226,814 meals delivered to vulnerable Victorians	Through PoM funding and volunteering at Foodbank Victoria.
104 hours of employee volunteering	Twenty-eight PoM employee volunteers at Foodbank Victoria's Food to Families market and mobile bus supermarket.
$75,384 donations to seafarer welfare charities	PoM donation to Stella Maris and The Mission to Seafarers Centres to provide support for welfare services (including ship visiting, transportation, hosting) benefiting over 18 000 seafarers.
358 hours of public usage of the Port Education Centre	PoM provided five community and industry organisations with access to the Port Education Centre to host their training and knowledge sharing activities.

Community Boat Tours

Our community boat tours aim to enhance community understanding of port operations and careers in the maritime and supply chain industry. We donated 100% of ticket sale proceeds to our seafarer welfare community partners, Stella Maris and The Mission to Seafarers.

In FY25, we expanded our community boat tour program to include community partners, offering information about their organisations and volunteer opportunities. This led to increased volunteer numbers for some partners.

Community engagement

PoM engaged with community representatives and organisations during FY25 through our 2055 PDS engagement program. We conducted focus groups and invited participation through social media and newspaper articles, resulting in an initial seven community and local business submissions. In addition, a formal invitation for feedback led to five submissions from community groups.

Port education

Through the Port Education program, PoM engages with primary and secondary schools, tertiary institutions, and community groups by providing educational and vocational activities and creating meaningful learning experiences.

Educational and vocational sessions were delivered at the Port Education Centre and offsite at various schools and community venues. This approach makes our educational activities accessible and interactive for all our communities regardless of their proximity to the port.

Several engagement activities were undertaken to increase awareness of the program PoM offers to schools. This included attending industry networking events and conferences, meeting with teaching associations and engaging directly with schools. The Port Education program continued to deliver learning activities aligned with the Victorian Curriculum, with a focus on expanding to the Victorian Certificate of Education (VCE) Vocational Major programs. These partnerships and targeted initiatives promote our activities and are instrumental in connecting education and industry, ensuring students are better prepared for future workforce demands.

In FY25, we collaborated with Svitzer, McConell Dowell, Freight Trade Alliance, Offshore Specialist Ships Australia, Victorian International Container Terminal, and Pinnacle Training group to host and participate in the career pathway day events, benefiting 510 students.

PoM participated in four Victorian Government Gateway Local Learning and Employment Network initiatives, aimed at increasing student engagement by linking classroom learning with practical, employment-oriented

experiences. Our involvement in two secondary school Communities of Practice enabled us to connect with 72 teaching staff directly and influence over 250 educators indirectly, fostering a collaborative dialogue around innovative teaching practice.

We participated in three subject-specific conferences, one held at the University of Melbourne, focusing on Geography, Business, and Science. The other two were held at RMIT, attended by the Master of Education and Business/Supply Chain students from both the University of Melbourne and RMIT. The program delivered 11 industry presentations reaching 263 students.

Our FY25 performance outcome:

- presented 45 port education school sessions in the areas of geography, economics and business management benefiting 2,229 students from 30 schools;
- delivered 12 Vocational Major programs, hosting a total of 594 students from 13 metropolitan schools, and to a further 52 students from three schools in regional Victoria;
- facilitated three Engineering Tomorrow workshops with 823 students participating from schools across Victoria, Queensland and New South Wales; and
- hosted four Year 10 students at PoM within the Work Experience Program.

Community open spaces and port heritage

As stewards of the port, we seek to protect and preserve the cultural heritage of the port and support the social and economic prosperity of all those who live in the surrounding community.

PoM is committed to sustainable growth that respects the heritage of First Nations peoples and supports inclusive, liveable communities. We are guided by the Land Use Planning Framework and other relevant regulations to safeguard port operations and minimise conflicts by establishing protective buffers around environmentally sensitive areas, cultural preservation and upholding community wellbeing. This approach ensures that our growth is guided by principles of sustainability, cultural respect and long-term community benefit.

The port precinct features over 18 hectares of publicly accessible open space, including trails, playgrounds and environs areas that connect people to the waterfront. Special markers have information and historical images, allowing visitors to explore the port's rich history while walking or cycling along established shared-use paths.

Stretching 22km around the port from Station Pier in Port Melbourne, through West Melbourne and Footscray, to Point Gellibrand in Williamstown, the Port Heritage Trail gives a unique perspective on Melbourne's maritime history.

In FY25, we maintained key community assets such as:

- Douglas Parade Rock Revetment;
- Maritime Cove Playground in Port Melbourne;
- Webb Dock Trail and its scenic lookout; and
- Yarra River trails near Newport Power station.

In FY25, PoM completed maintenance repairs work on the Douglas Parade Rock Revetment to maintain stability of the river bank. PoM installed 10 new Seal the Loop bins within our publicly accessible areas. These bins help keep aquatic wildlife safe by providing anglers with an easy way to responsibly dispose of unwanted fishing gear such as fishing lines, hooks, sinkers and bait bags.

Appendices

ESG data

ECONOMIC

Port trade	Unit	FY22	FY23	FY24	FY25
Ship arrivals	Number	2,412	2,535	2,461	2,472[6]
Value of trade	$ Billion	$138	$148	$153	$154
Total trade volume	Million revenue tonnes	107.6	108.9	112.0	113.6
Containers (TEU)	TEUs	3,232,608	3,188,453	3,264,823	3,385,743
New motor vehicles (units)	Units	328,825	387,991	412,243	386,402
New motor vehicles (revenue tonnes)	Million revenue tonnes	4.8	5.8	6.4	5.7
Liquid bulk	Million revenue tonnes	5.5	5.8	5.9	5.4
Dry bulk	Million revenue tonnes	5.4	5.5	5.7	5.7
Breakbulk	Million revenue tonnes	1.8	1.7	1.4	1.1
Wheeled Unitised	Million revenue tonnes	3.3	3.9	4.3	3.8

Trade performance is publicly reported on a quarterly basis on PoM's website.

TEU – twenty-foot equivalent unit, the international measure for standardising container throughput numbers.

Revenue Tonnes - a quantity measure based on the greater of weight in mass tonnes and volume in cubic metres.

Value of trade calculation:
- The value of trade is the sum of overseas and Australian coastal cargo.
- The value of trade of overseas cargo was extracted from data provided by MariTrade.
- The value of trade of Australian coastal cargo is calculated by multiplying total revenue tonnes with a dollar value per revenue tonne. The dollar per revenue tonne is approximated by dividing the value of trade of overseas cargo by the revenue tonnes of overseas cargo.

For the purposes of calculating the value of trade of Australian coastal cargo only, the revenue tonnes of containerised cargo are calculated by multiplying the number of full TEUs by 28.8 to arrive at the volume in cubic meters of containerised cargo.

[6] Commercial (cargo-carrying) vessels that berth at a Port of Melbourne berth

ENVIRONMENT

GHG emissions	Unit	FY22	FY23	FY24	FY25	GHG data methodology
Scope 1 & 2 total	**tCO2e**	**2,916**	**2,807**	**1,592**	**1,110**	**PoM uses the NGER Act to define its Scope 1 and 2 boundaries and methodology.**
Scope 1	tCO2e	456	434	396	404	Fuel used in contractor; tenant and shipping activities is included in Scope 3.
Scope 2	tCO2e	2,460	2,373	1,196	706	Electricity used in contractor, tenant and shipping activities is included in Scope 3. In FY25 PoM commenced a renewable PPA covering approximately 61% of our electricity needs from renewable electricity sources, reducing emissions compared to FY24.
Scope 3 total	**tCO2e**	**360,904**	**363,456**	**361,784**	**362,055**	**PoM uses the *GHG Protocol Corporate Value Chain (Scope 3) Standard* to define its boundaries and methodology in addition to the assumptions below.**
Shipping	tCO2e	228,513	240,459	228,291	240,204	We use the RightShip Maritime Emissions Portal to estimate emissions based on individual vessel specifications and AIS tracking of all ship movements, speed and hours spent in different operating modes. FY25 shipping emissions remained within a similar range as previous years. Each year's emissions are driven by total vessel visits and the mix of vessel types visiting the port.
Tenants	tCO2e	104,886	105,399	107,665	97,418	Emissions are based on fuel and electricity data provided by our largest tenants representing over 90% of total tenant revenue. Unavailable data is extrapolated to provide an estimated total. FY25 tenant emissions remained steady despite growth in total trade through the port. In FY25, we continued to request data from a wider range of tenants, which will improve the accuracy of our Scope 3 calculations over time.
Development projects	tCO2e	21,126	12,782	20,507	16,927	Emissions are based on fuel and electricity usage on site, life cycle embodied emissions of materials used in construction and waste transported to landfill.
Road and Rail	tCO2e	2,147	2,073	2,174	1,655	Emissions are based on total trade volumes and tonnages, average travel distances in the port precinct, and distance-based truck and rail emission factors.
Operations & Maintenance contractors	tCO2e	1,110	779	1,291	1,978	Emissions are based on a combination of actual data and average spend-based emissions factors for contractors and suppliers.
Business operations	tCO2e	911	1,066	1,053	2,665	Emissions based on a combination of actual data and average spend-based emissions factors for contractors and suppliers.
Professional Services	tCO2e	2,210	899	804	1,207	Emissions based on a combination of actual data and average spend-based emissions factors for contractors and suppliers.

ENVIRONMENT

Energy consumption	Unit	FY22	FY23	FY24	FY25
Total consumption	**GJ**	**15,703**	**16,217**	**15,988**	**15,609**
Fuel	**GJ**	**6,479**	**6,169**	**5,627**	**5,736**
Unleaded petrol (vehicles)	GJ	139	78	108	133
Diesel (vehicles)	GJ	385	289	276	229
Diesel (marine survey vessel)	GJ	5,955	5,802	5,244	5,374
Natural gas	GJ	-	-	-	-
Electricity	**GJ**	**9,224**	**10,048**	**10,361**	**9,873**

Water	Unit	FY22	FY23	FY24	FY25
Total water consumption	**kL**	**26,463**	**32,543**	**50,864**	**50,864**
Potable	kL	26,463	32,543	50,864	50,864
Recycled	kL	0	0	0	0

Includes office water usage and port operations, which varies significantly from year to year. Water consumption also includes potable water on-sold at cost to ships that berth at PoM.
This represented 21% of FY25 water use.

Waste	Unit	FY22	FY23	FY24	FY25
Total waste disposal	**kg**	**2,081**	**2,895**	**2,410**	**3,414**
Landfill	kg	1,001	1,397	1,090	1,180
Organics	kg	106	487	640	610
Recycled	kg	974	1,011	690	1,624
Landfill diversion	**%**	**52%**	**52%**	**55%**	**65%**

Waste is from PoM's offices. Waste from development projects managed by contractors is included in Scope 3 emissions data and recycling rates reported in the Planet section of report.

Biodiversity	Unit	FY22	FY23	FY24	FY25
Habitat protected	**ha**	**NR**	**1,248**	**1,248**	**1,248**
Habitat protected on-site	ha	NR	663	663	663
Habitat protected off-site	ha	NR	585	585	585
Habitat maintained	**ha**	**NR**	**6,244**	**6,244**	**6,244**
Habitat removed/ use change	**ha**	**NR**	**0**	**0**	**0**

Pollution	Unit	FY22	FY23	FY24	FY25
Total major pollution incidents	**#**	**NR**	**0**	**0**	**0**
Marine: major or severe pollution incidents	#	NR	0	0	0
Marine: moderate incidents	#	NR	0	1	1
Marine: minor or negligible incidents	#	NR	12	6	9
Landside: major or severe reportable pollution incidents	#	NR	0	0	0
Landside: moderate incidents	#	NR	0	0	0
Landside: minor or negligible incidents	#	NR	15	19	6

PoM's Sustainability Reporting uses the AMSA Incident Severity Matrix for pollution reporting. Major or severe incidents are medium or larger spills requiring significant action, or they may be impacting or about to impact sensitive environments.

WORKFORCE

Profile (at 30 June)	Unit	FY22	FY23	FY24	FY25
Employee headcount	#	135	144	143	159
Male	#	84	87	83	92
Female	#	51	57	60	67
Permanent contract	#	133	143	139	153
Fixed-term contract	#	2	0	3	5
Casual	#	0	1	1	1
Contingent worker headcount	#	13	15	17	27
Male	#	8	10	14	20
Female	#	5	5	3	7
Employee FTE	FTE	132.1	140.5	140.1	157.4
Full time employees	FTE	124	131	133	151.0
Male	FTE	83	83	79	90
Female	FTE	42	48	54	61
Part time employees	FTE	8.1	9	6.9	5.5
Male	FTE	1	1.6	2.1	0.7
Female	FTE	7.1	7.4	4.8	4.8
Under 30 years old	FTE	10	7	10	12.9
Male	FTE	6	3	4	8.9
Female	FTE	4	4	6	4
30-50 years old	FTE	77	85.4	84.3	99.8
Male	FTE	45	49	49.5	54
Female	FTE	32	36.4	34.8	45.8
Over 50 years old	FTE	45.1	48.1	45.8	44.7
Male	FTE	32.1	33.1	27.8	28.7
Female	FTE	13	15	18	16

*PoM defines contingent workers as temporary workers with a limited tenure that are engaged to do work controlled by PoM and are employed as independent contractors, freelancers or employees of PoM's suppliers. PoM's contingent workers are provided with a workspace and/or tools and may be required to complete mandatory compliance training modules.

Diversity and inclusion (at 30 June 2025)	Unit	FY22	FY23	FY24	FY25
Female Board directors	%	27%	27%	27%	38%
Female executive*	%	25%	43%	43%	43%
Female employees	%	37%	39%	42%	42%
Gender pay gap**	%	14.8%	15.2%	13.6%	19.8%
CEO to median employee total compensation	Ratio	5.8	5.1	7.0	5.2
Aboriginal and Torres Strait Islander employees***	%	0%	0%	0%	0%
Culturally and/or linguistically diverse employees	%	40%	35%	38%	****38%
LGBTQIA+ employees***	%	6%	2%	3%	****3%

* Executive refers to the executive leadership team excluding the CEO. It includes EGM Strategy and Planning , EGM Corporate Relations, EGM People and Culture, EGM Commercial, EGM Operations, Chief Financial Officer and General Counsel & Company Secretary.
**The gender pay gap calculation is based on the Workplace Gender Equality Agency (WGEA) methodology as per the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023. A positive percentage indicates that on average men are paid more than women.
***Based on voluntary data.
****In FY25, PoM did not collect updated data on these metrics within its employee engagement survey, but we reviewed how our employees experience our culture through a targeted culture pulse survey. This approach allowed us to gain meaningful insights into the lived experiences of our workforce and identify opportunities to strengthen our organisational culture.

Engagement, turnover and development	Unit	FY22	FY23	FY24	FY25
Employee engagement score	%	69%	61%	62%	69%
Engagement survey participation rate	%	98%	98%	94%	86%
Employee turnover rate	%	15%	17%	17.5%	14.5%
Training hours per employee (headcount)	#	13	18	19	14
Training investment per employee (headcount)	$	$800	$1,332	$903	$1,939

Health, safety & wellbeing

Health and safety	Unit	FY22	FY23	FY24	FY25
Total Recordable Injury Frequency Rate (TRIFR)	rate	0	8.13	8.32	4.35
Employees	rate	0	0	4.09	3.45
Contractors	rate	0	11.96	10.99	5
Lost Time Injury Frequency Rate (LTIFR)	rate	0	0	2.77	0
Employees	rate	0	0	0	0
Contractors	rate	0	0	4.39	0
Lost Time Injuries (LTIs)	#	0	0	2	0
Employees	#	0	0	0	0
Contractors	#	0	0	2	0
Medical Treatment Injuries (MTI)	#	0	3	3	1
Employees	#	0	0	1	0
Contractors	#	0	3	2	1
Restricted Work Cases (RWC)	#		4	1	2
Employees	#	0	0	0	1
Contractors	#	0	4	1	1
Total Recordable Injuries (Sum of LTI, MTI, RWC above)	#	0	7	6	3
Employees	#	0	0	1	1
Contractors	#	0	7	5	2
Fatalities	#	0	0	0	0
Employees	#	0	0	0	0
Contractors	#	0	0	0	0

- Total Recordable Injury Frequency Rate = (total number of lost time injuries + medical treatment injuries + restricted work cases x 1,000,000) / total hours worked
- Lost Time Injury Frequency Rate = (number of lost time injuries x 1,000,000) / total hours worked
- Lost Time Injury Frequency Rate: continues to be defined and calculated as per 1885.1 Measurement of occupational health and safety performance.

GRI Index

Standard/Topic	Disclosure	Report location or additional commentary
GRI 1 used	GRI 1 Foundation 2021	
GRI 2: General Disclosures	2-1 Organisational details	About this report
	2-2 Entities included in the organisation's sustainability reporting	About this report
	2-3 Reporting period, frequency and contact point	About this report
	2-4 Restatements of information	Appendix: ESG Data & GRI content index
	2-5 External assurance	Independent assurance
	2-6 Activities, value chain and other business relationships	About Us
	2-7 Employees	People Appendix: ESG Data
	2-8 Workers who are not employees	People Appendix: ESG Data
	2-9 Governance structure and composition	About Us: Governance
	2-10 Nomination and selection of the highest governance body	The Directors of the Port of Melbourne Board are appointed by securityholders in accordance with the Securityholders Agreement. Committees are established by our Board and once established the membership of each Committee is reviewed by the relevant Committee annually.
	2-11 Chair of the highest governance body	About Us: Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	About Us: Governance
	2-13 Delegation of responsibility for managing impacts	About Us: Governance
	2-14 Role of the highest governance body in sustainability reporting	About Us: Governance
	2-15 Conflicts of interest	PoM has a Conflicts of Interest Guideline that clarifies the expectations, provisions and procedures associated with managing conflicts of interest internally.
	2-16 Communication of critical concerns	About Us: Governance
	2-17 Collective knowledge of the highest governance body	About Us: Governance
	2-18 Evaluation of the performance of the highest governance body	About Us: Governance
	2-19 Remuneration policies	PoM has a Remuneration Policy that describes our approach to determining and reviewing employee remuneration.
	2-20 Process to determine remuneration	In line with PoM's Remuneration Policy, we review employee remuneration annually against market levels and trends. We target pay parity for all employees performing 'like for like' roles with similar levels of experience and performance outcomes and undertake a gender pay gap review each year.
	2-21 Annual total compensation ratio	Appendix: ESG data
	2-22 Statement on sustainable development strategy	About Us: Our Sustainability Strategy

Standard/Topic	Disclosure	Report location or additional commentary
	2-23 Policy commitments	About Us: Governance People: Modern slavery and human rights
	2-24 Embedding policy commitments	About Us: Governance/ Our Sustainability Strategy
	2-25 Processes to remediate negative impacts	About Us: Governance (Code of Conduct and Whistleblower Policy). Partnerships: Stakeholder engagement
	2-26 Mechanisms for seeking advice and raising concerns	About Us: Governance Partnerships: Stakeholder engagement
	2-27 Compliance with laws and regulations	PoM had no significant instances of non-compliance with laws and regulations during FY25. About Us: Governance
	2-28 Membership associations	Partnerships: Stakeholder engagement
	2-29 Approach to stakeholder engagement	About Port of Melbourne: Our stakeholders Partnerships: Stakeholder engagement
	2-30 Collective bargaining agreements	The majority of PoM employees are in roles with individual contracts, with less than 10 per cent of employees covered by collective bargaining agreements.
GRI 3: Materials Topics	3-1 Process to determine material topics	Our sustainability strategy: Materiality assessment
	3-2 List of material topics	Our sustainability strategy: Materiality assessment
	3-3 Management of material topics	Commentary on specific material topics provided throughout report.
GRI 200 economic standards		
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	Prosperity
	201-2: Financial implications	Planet: Climate resilience & decarbonisation
GRI 202: Market Presence	202-1: Ratios of standard entry level wage by gender compared to local minimum wage	PoM's general workplace protections and employment terms and conditions comply with the *Fair Work Act 2009* (Cth). All PoM employees are paid above the minimum wage.
	202-2: Proportion of senior management hired from the local community	All PoM senior management are hired locally. For our corporate office this refers to the Melbourne metropolitan area and surrounding unitary authorities including Greater Geelong.
GRI 203: Indirect Economic Impacts	203-1: Infrastructure investments and services supported	Prosperity: Port development
	203-2: Significant indirect economic impacts	Prosperity: Economic impact
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	Appropriate Workplace Behaviour, Financial Code of Practice and Whistleblower Policy training is completed annually by our employees.
	205-3: Confirmed incidents of corruption and actions taken	No incidents of corruption have taken place in the reporting year.
GRI 206: Anti-competitive behaviour	206-1: Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	None in FY25

Standard/Topic	Disclosure	Report location or additional commentary
GRI 300: environmental standards		
GRI 302: Energy	302-1: Energy consumption within the organisation	Planet: Climate resilience & decarbonisation Appendix: ESG Data
	302-4: Reduction of energy consumption	Planet: Climate resilience & decarbonisation
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	Planet: Resource management
	303-3: Water withdrawal	Planet: Resource management
	303-5 Water consumption	Planet: Resource management Appendix: ESG Data
GRI 304: Biodiversity	304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Planet: Biodiversity
	304-2 Significant impacts of activities, products and services on biodiversity	Planet: Biodiversity
	304-3 Habitats protected or restored	Planet: Biodiversity
GRI 305: Emissions	305-1: Direct (Scope 1) GHG emissions	Planet: Climate resilience & decarbonisation Appendix: ESG data
	305-2: Energy indirect (Scope 2) GHG emissions	Planet: Climate resilience & decarbonisation Appendix: ESG data
	305-3: Other indirect (Scope 3) GHG emissions	Planet: Climate resilience & decarbonisation Appendix: ESG data
	305-5: Reduction of GHG emissions	Planet: Climate resilience & decarbonisation Appendix: ESG data
GRI 306: Waste	306-3 Waste generated	Planet: Resource management Appendix: ESG Data
	306-4 Waste diverted from disposal	Planet: Resource management Appendix: ESG Data
	306-5 Waste directed to disposal	Planet: Resource management Appendix: ESG Data

Standard/Topic	Disclosure	Report location or additional commentary
GRI social standards		
GRI 401: Employment	401-1 New employee hires and employee turnover	Appendix: ESG Data
	401-3: Parental leave	Parental leave is available to all employees of PoM (regardless of gender) who have worked for the company for a minimum of twelve months at the time their child joins the family. All 159 employees were eligible during FY25 and, of those, 5 male and 2 female took parental leave. All employees returned to work at PoM after their leave, being a 100% return rate.
GRI 403: Occupational Health and Safety	403-1: Occupational health and safety management system	People: Health, safety and wellbeing
	403-6 Promotion of worker health	People: Health, safety and wellbeing
	403-9 Work-related injuries	People: Health and safety performance Appendix: ESG Data
GRI 404: Training and Education	404-1: Average hours of training per year per employee	People: Learning and development Appendix: ESG Data
	404-2: Programs for upgrading employee skills and transition assistance programs	People: Learning and development
	404-3 Percentage of employees receiving regular performance and career development reviews	People: Learning and development
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees	Appendix: ESG Data
	405-2 Ratio of basic salary and remuneration of women to men	Appendix: ESG Data
GRI 406: Non-Discrimination	406-1: Incidents of discrimination and corrective actions taken	There have been no reported incidents of discrimination in the reporting year.
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Collective bargaining and freedom of association is protected by law and the Fair Work Commission in Victoria.
GRI 409: Forced or Compulsory Labour	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	People: Modern slavery and human rights PoM publishes an annual Modern Slavery Statement available at www.portofmelbourne.com
GRI 411: Rights of Indigenous Peoples	411-1: Incidents of violations involving rights of Indigenous peoples	There have been no reported incidents of human rights violations of indigenous peoples in the reporting year. We manage our impact on the rights of First Nations peoples as part of our Reconciliation Action Plan. See People: Reconciliation Action Plan.
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments and development programs	Partnerships
GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	There have been no reported incidents of customer privacy breaches in the reporting year.

SASB Index

There is no SASB standard specific to port infrastructure. In consultation with SASB, we have identified that the Marine Transportation Standard is most closely aligned with our operations, and the *Professional and Commercial Services Standard* for our corporate activities, and this report references both.

Standard/Topic	Metric and code	Report location or additional commentary
SASB Standard - Marine Transportation		
GHG Emissions	Gross global Scope 1 emissions - (TR-MT-110a.1)	Planet: Climate resilience & decarbonisation Appendix: ESG data
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets - (TR-MT-110a.2)	Planet: Climate resilience & decarbonisation
	(1) Total energy consumed, (2) percentage heavy fuel oil, (3) percentage renewable - (TR-MT-110a.3)	Planet: Climate resilience & decarbonisation Appendix: ESG data
	Average Energy Efficiency Design Index (EEDI) for new ships - (TR-MT-110a.4)	Not applicable. Relevant to shipping lines but not within PoM's control. Further, we had no major or reportable pollution incidents on land or water around the port in FY25. For further information on pollution management and incidents see Planet: Pollution and Appendices: ESG tables.
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10) - (TR-MT-120a.1)	Not applicable. Relevant to port tenants and shipping lines but not within PoM's control.
Ecological Impacts	Shipping duration in marine protected areas or areas of protected conservation status - (TR-MT-160a.1)	Planet: Biodiversity The Port of Melbourne shipping channels do not intersect with Marine Protected Areas but do pass adjacent to Port Phillip Heads Marine National Park.
	Percentage of fleet implementing ballast water (1) exchange and (2) treatment - (TR-MT-160a.2)	Not applicable. Relevant to shipping lines but not within PoM's control.
	(1) Number and (2) aggregate volume of spills and releases to the environment - (TR-MT-160a.3)	Not applicable. Relevant to shipping lines but not within PoM's control.
Employee Health & Safety	Lost time incident rate (LTIR) - (TR-MT-320a.1)	People: Health and safety performance Appendix: ESG data
Business Ethics	Number of calls at ports in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index - (TR-MT-510a.1)	Not applicable. PoM operates a single port in Australia, which is placed in the top 20 highest rankings of the Index.
	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption - (TR-MT-510a.2)	None
Accident & Safety Management	Number of marine casualties, percentage classified as very serious - (TR-MT-540a.1)	Not applicable. Relevant to shipping lines but not within PoM's control.
	Number of Conditions of Class or Recommendations - (TR-MT-540a.2)	
	Number of port state control (1) deficiencies and (2) detentions - (TR-MT-540a.3)	

Standard/Topic	Metric and code	Report location or additional commentary
Activity Metrics	Number of shipboard employees - (TR-MT-000.A)	Not applicable. Relevant to shipping lines but not within PoM control.
	Total distance travelled by vessels - (TR-MT-000.B)	
	Operating days - (TR-MT-000.C)	
	Deadweight tonnage - (TR-MT-000.D)	
	Number of vessels in total shipping fleet - (TR-MT-000.E)	
	Number of vessel port calls - (TR-MT-000.F)	Appendices: ESG Data
	Twenty-foot equivalent unit (TEU) capacity - (TR-MT-000.G)	Appendices: ESG Data
SASB Standard - Professional & Commercial Services		
Data Security	Description of approach to identifying and addressing data security risks - (SV-PS-230a.1)	Prosperity: Information technology: Data protection and cybersecurity.
	Description of policies and practices relating to collection, usage, and retention of customer information - (SV-PS-230a.2)	
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected - (SV-PS-230a.3)	None
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees - (SV-PS-330a.1)	Appendices: ESG Data
	(1) Voluntary and (2) involuntary turnover rate for employees - (SV-PS-330a.2)	Appendix: ESG Data
	Employee engagement as a percentage - (SV-PS-330a.3)	People: Employee engagement Appendices: ESG Data
Professional Integrity	Description of approach to ensuring professional integrity - (SV-PS-510a.1)	About Us: Governance
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity - (SV-PS-510a.2)	None
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract - (SV-PS-000.A)	Appendices: ESG data
	Employee hours worked, percentage billable - (SV-PS-000.B)	Not relevant to PoM employees.

Independent assurance

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Independent Limited Assurance Report to the Management and Directors of Port of Melbourne Operations Pty Ltd

Our Conclusion:

Ernst & Young ('EY', 'we') were engaged by Port of Melbourne Operations Pty Ltd ('PoM') to undertake a limited assurance engagement as defined by Australian Auditing Standards, hereafter referred to as a 'review', over the Subject Matter defined below for the year ended 30 June 2025. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria defined in Table1.

What our review covered

We reviewed the following Subject Matter in PoM's FY25 Sustainability Report (the 'Report'):

Table 1: Non-financial disclosures contained within PoM's 2025 Sustainability Report assured by EY

What we assure ('Subject Matter')	What we assure it against ('Criteria')
▶ Total Scope 1 and total Scope 2 greenhouse gas emissions (tCO2e)	▶ GRI 305: Emissions 2016 ▶ Greenhouse Gas (GHG) Protocol, and the National Greenhouse Accounts Factors for Australia and National Greenhouse and Energy Reporting (Measurement) Determination (Compilation No. 16)
▶ Total number of lost time injuries	▶ GRI 403-9: Occupational Health and Safety (Work-related injuries) 2018 ▶ Lost time injuries as defined under the Australian Standards AS1885.1 Workplace Injury and Disease Recording Standard 1990

What we assure ('Subject Matter')	What we assure it against ('Criteria')
▶ Total number of twenty-foot equivalent unit containers (TEUs) ▶ Total value of trade through PoM ($AUD billion)	▶ Those defined by management which are disclosed in their 2025 Sustainability Report

Key responsibilities

Port of Melbourne's responsibility

PoM's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibility and independence

Our responsibility is to express a conclusion on the Subject Matter based on our review. We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and

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operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ASAE3000') and the terms of reference for this engagement as agreed with PoM on 13 August 2025. That standard requires that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other review procedures.

The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. The procedures we performed included, but were not limited to:

► Conducting interviews with PoM personnel and collating evidence to understand PoM's process for reporting selected performance metrics as well as risks of misstatement and quality controls to address risks
► Conducting limited assurance procedures over the performance metrics and disclosures, including:
  ▪ Checking that the calculation Criteria have been applied as per the methodologies for the non-financial metrics and disclosures
  ▪ Checking the clerical accuracy of input data utilised to calculate selected performance metrics
  ▪ Undertaking analytical procedures to support the reasonableness of selected performance metrics
  ▪ Identifying and testing assumptions supporting calculations

  ▪ Performing recalculations of selected performance metrics using input data and, on a sample basis, testing underlying source information to support accuracy of selected performance metrics
  ▪ Reviewing the accuracy and balance of statements associated with the selected performance metrics.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our review conclusion.

Inherent limitations

Procedures performed in a review engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a review engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to assessing aggregation or calculation of data within IT systems.

The greenhouse gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of greenhouse gases. Additionally, greenhouse gas procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Other matters

Our report does not extend to any disclosures or assertions made by PoM relating to future performance plans and/or strategies disclosed in PoM's FY25 Sustainability Report.

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Use of our Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report to any persons other than management and the Directors of PoM, or for any purpose other than that for which it was prepared.

Ernst & Young

Ernst & Young
Melbourne, Australia
3 December 2025

FORESIGHT

Independent Limited Assurance Report to the Management and Directors of Port of Melbourne Operations Pty Ltd

Our conclusion

We were engaged by Port of Melbourne Operations Pty Ltd (Port of Melbourne) to undertake a limited assurance over the total Scope 3 greenhouse gas (GHG) emissions included in its 2025 Sustainability Report. Based on the work performed, nothing has come to our attention that caused us to believe that the total Scope 3 GHG emissions presented in Port of Melbourne's 2025 Sustainability Report (the Subject Matter) has not been prepared and presented fairly, in all material respects, in accordance with the *Greenhouse Gas Protocol Corporate Value Chain Standard* (the Criteria).

1 What our review covered

For the year ended 30 June 2025 we reviewed the total Scope 3 greenhouse gas emissions, expressed in tonnes of carbon dioxide equivalent (t.CO_2-e), for Port of Melbourne as presented in Port of Melbourne's *2025 Sustainability Report*.

Total Scope 3 GHG emissions: 362,055 t.CO_2-e

2 Criteria applied by Port of Melbourne

In preparing the total Scope 3 GHG emissions Port of Melbourne applied the *GHG Protocol Corporate Value Chain (Scope 3) Standard*.

3 Our responsibility and independence

Our responsibility was to express a limited assurance conclusion on the fair presentation of Port of Melbourne's total Scope 3 GHG emissions presented in its 2025 Sustainability Report.

We have maintained our independence and confirm that we have met the independence requirements of the *APES 110 Code of Ethics for Professional Accountants* and have the required competencies and experience to conduct this assurance engagement.

4 Port of Melbourne's responsibility

Port of Melbourne's management was responsible for selecting the criteria and preparing and fairly presenting the total Scope 3 GHG emissions in accordance with the Criteria. This responsibility included establishing and maintaining internal controls, adequate records and making estimates that are reasonable in the circumstances.

5 Our approach to the review

We conducted this review in accordance with the ASSA 5000 General Requirements for Sustainability Assurance Engagements, the Standard on Assurance Engagements ASAE 3100 Compliance, Standard on Assurance Engagements ASAE 3410 Assurance Engagements on Greenhouse Gas Statements and the terms of reference for this engagement as agreed with Port of Melbourne. The evidence obtained is sufficient and appropriate to provide the basis for our limited assurance conclusion.

Our review procedures included:

▶ Conducting interviews with Port of Melbourne personnel to understand the business and its reporting processes and systems for collecting, storing, and collating data

▶ Making inquiries with Port of Melbourne's Management to assess the risk of misstatement due to fraud

▶ Evaluating Port of Melbourne's approach to setting its Scope 3 emissions boundary

▶ Undertaking analytical review procedures to assess the reasonableness of data used to estimate the total Scope 3 GHG emissions

▶ On a sample basis, conducting tests of detail of underlying data to assess the accuracy of the data, including tracing data used to estimate emissions amounts to their points of origin

▶ Checking the appropriateness of calculation methodologies and conversion factors used to estimate emissions amounts and testing the accuracy of calculations

▶ Assessing the reasonableness of assumptions used to determine the total Scope 3 GHG emissions

▶ Confirming the total Scope 3 GHG emissions stated in the 2025 Sustainability Report.

Foresight Consulting Group Pty Ltd

Terence Jeyaretnam, Director

3 December 2025

Port of Melbourne

Contact us

Port of Melbourne welcomes feedback and questions about this report and our sustainability program.

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