

+  
Sustainability  
strategy



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### ACKNOWLEDGEMENT OF COUNTRY

Ports North acknowledges the Traditional Owners of Country and recognises their continuing connection to land, waters and community. We pay our respect to the Traditional Custodians and Elders of this nation, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.





## Demonstrating leadership and embracing partnerships

We are extremely proud to present the inaugural Ports North Sustainability Strategy. Both a celebration of our ports' achievements to date, and a platform to guide our focus into the future, our Sustainability Strategy reflects the genuine passion of our people to advance sustainability outcomes.

More than 100 employees, customers, local industry representatives and community members contributed initiatives and feedback to our Sustainability Strategy. They embraced the idea of expanding our commitments, embedding sustainability into our work across four themes of People, Planet, Prosperity and Partnerships.

These themes align our strategy with the United Nations Sustainable Development Goals and give us a balanced and long-term strategic framework. They have shaped the development of our sustainability action plans and will help us to measure and benchmark our performance.

Ports around Australia and the world are adopting the sustainable development goals, and the Ports North Sustainability Strategy demonstrates how a global best practice approach can be applied to meaningfully address local requirements.

### **Sustainability inherent to our business**

This might be our first formal sustainability strategy, but sustainability is certainly not a new concept for our ports.

Ports North is unique among the port corporations in Queensland for its diverse role in tourism, property, defence and community supply services, alongside bulk, project and general cargo.

Collectively, our network of nine ports in Far North Queensland is essential to economic development in the region. In addition to facilitating key industries, our ports provide valuable services to remote communities in Cape York Peninsula, the Gulf of Carpentaria and the Torres Strait Island.

Five of our ports are also on the boundary of the Great Barrier Reef World Heritage Area, while the Port of Cairns is uniquely positioned between two World Heritage areas – the rainforest and the reef. We are a gateway for visitors to this beautiful part of the world and managing our ports sustainably underpins everything we do.

At our major hub at the Port of Cairns, we have led the way in helping to build a sustainable and resilient regional economy. Our CityPort waterfront precinct has become a benchmark for heritage development and community revitalisation, while the Cairns Shipping Development Project will position the port to capitalise on future growth in tourism, defence and general cargo.

We've achieved these outcomes because our hardworking team has partnered with government, economic development agencies, local councils and community groups to deliver large and complex projects for the benefit of all regional parties.

### **Formalising our agenda**

However, our work is not done and the time has come to formalise our sustainability agenda. In establishing the Ports North Sustainability Strategy, we have built on the practical things we have been doing for many years to inform a scalable and deliverable approach.

Our priority actions towards the rear of this document outline our deliverables for the next two years. We are also planning for the next decade, with medium- and long-term initiatives underway.

We are excited by the opportunity to champion a number of innovative and ambitious projects including the delivery of a major catchment improvement project, a climate change risk assessment of our operations, mapping out our path for reconciliation with First Nations and continuing to support and advocate for development that facilitates regional prosperity.

These ideas, like many of the others contained within our action plans, were borne out of conversations and workshops with our own internal and external stakeholders. The Ports North Sustainability Strategy belongs to them as much as it does to our executive and organisation.

Finally, it would be remiss not to touch upon the current COVID-19 global pandemic. As a business with a proud history of supporting Far North Queensland, Ports North recognises the significant challenges that the last 18 months has presented our region. These challenges reinforce the importance of sustainability and highlight why it is essential that Ports North is resilient and adaptable. Our Sustainability Strategy lays out a path for us to continue supporting the region and building resilience across our four strategic themes.

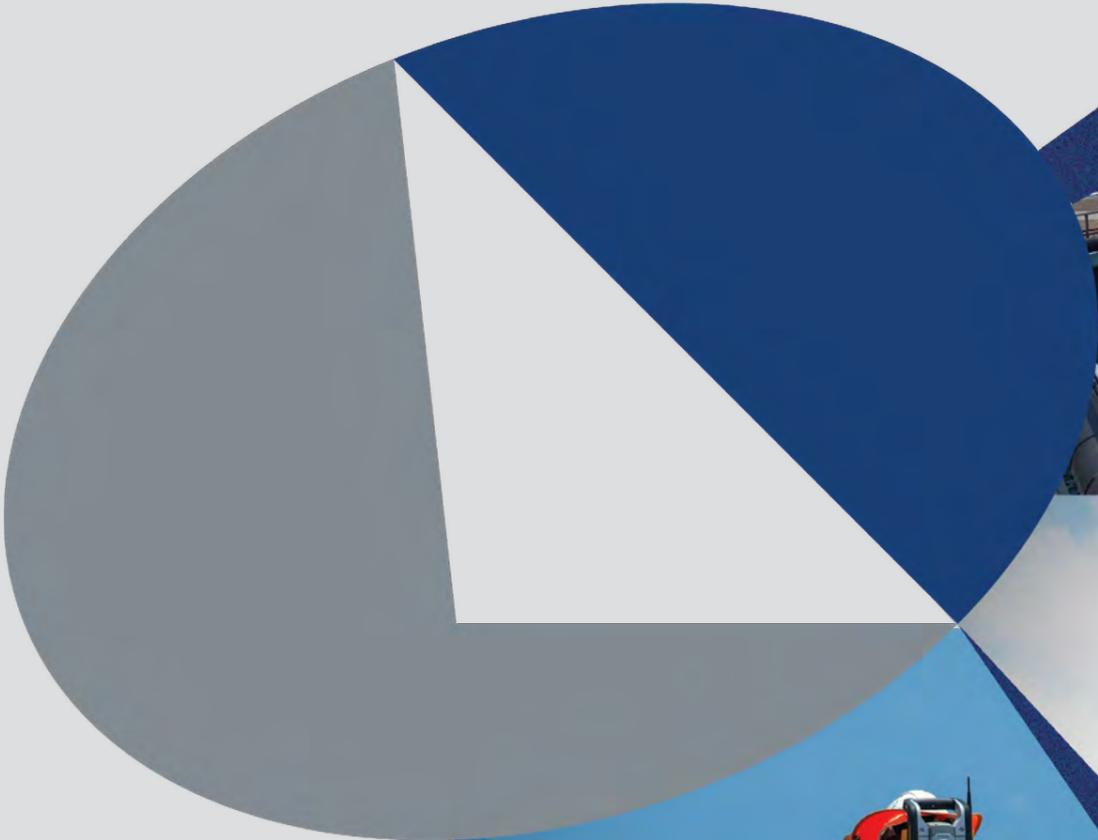
We look forward to updating everyone on our progress, as we work together to deliver our vision for a more sustainable Far North Queensland.



**RUSSELL BEER**  
**CHAIR, PORTS NORTH**



**CHRIS BOLAND**  
**CHIEF EXECUTIVE OFFICER, PORTS NORTH**



# Overview

# 01

Overview 



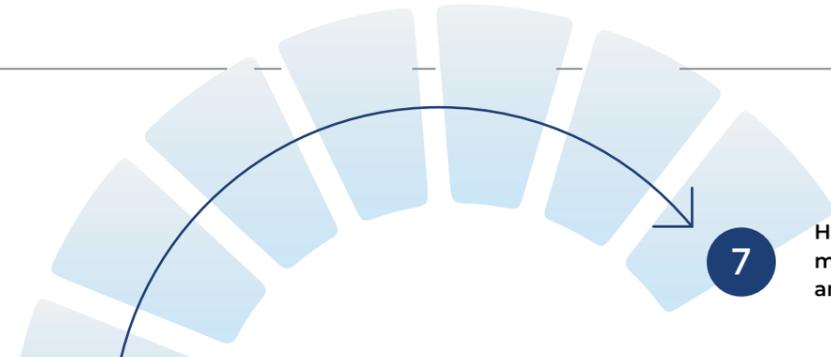
**1**

Ports North is a network of regional and remote ports. We own and operate 9 ports along some of the most unique and protected areas of coastline in the world.

**9 PORTS**

**2**

We facilitate local and global supply chains. Our ports are essential to the economic wellbeing of Far North Queensland.



 **SUSTAINABLE DEVELOPMENT GOALS**

**6**

Following global and Australian best practice, we have developed the Ports North Sustainability Strategy. Our sustainability strategy uses the United Nations Sustainable Development Goals across four themes: People, Planet, Prosperity and Partnerships.

**7**

However, it is also the result of substantial local consultation and materiality assessments. Sustainability matters greatly to our people and our stakeholders, and this strategy reflects their priorities, too.



**3**

**But we're about much more than trade.** We deliver regional prosperity through major projects like the Cairns Shipping Development Project, CityPort and Cairns Marine Precinct.



**5**

This means sustainability has long been essential to our business.

**4**

We serve the community and the environment – and they are integral to our success.

**8**

Bringing all of this together, we have developed a strategic framework that uses four themes and 20 underlying focus areas to ensure a balanced and long-term approach to taking action:



**PEOPLE**

- Safe and safety-focused employees
- Culture and leadership**
- Communication and motivation
- Equality, diversity and inclusion**
- Learning and innovative thinking



**PLANET**

- Biodiversity and ecosystems
- Climate action and carbon reductions**
- Waste, water and energy
- Quality port environment**
- Clean and safe shipping



**PROSPERITY**

- Business resilience
- Operational efficiencies**
- Regional prosperity and strategic port planning
- Efficient supply chains**
- Sustainable assets and procurement



**PARTNERSHIPS**

- Community engagement
- Cultural relationships**
- Industry and government partners
- Research and education**
- Sustainable tourism

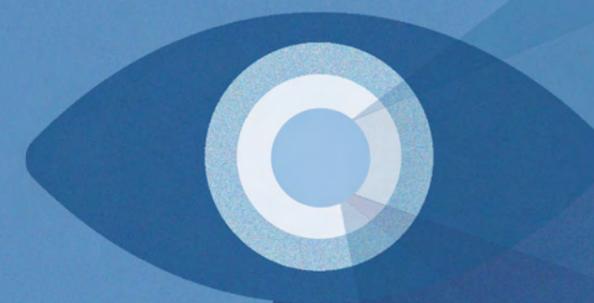


We're taking action now – and we're planning for the future. This is demonstrated in our priority action plans, which cover the next two years, from 2021 – 2023. However, we're also working on our medium- and long-term action plans, which span from 2021 – 2030.

Finally, we'll be reporting regularly. We aim to hold ourselves accountable, measure our progress and initiate a continuous improvement loop that captures learnings and drives the best possible sustainability outcomes over the long term, across our four themes.

+ See our action plan on page 36

# 2021 – 2030





# Why sustainability matters

# 02

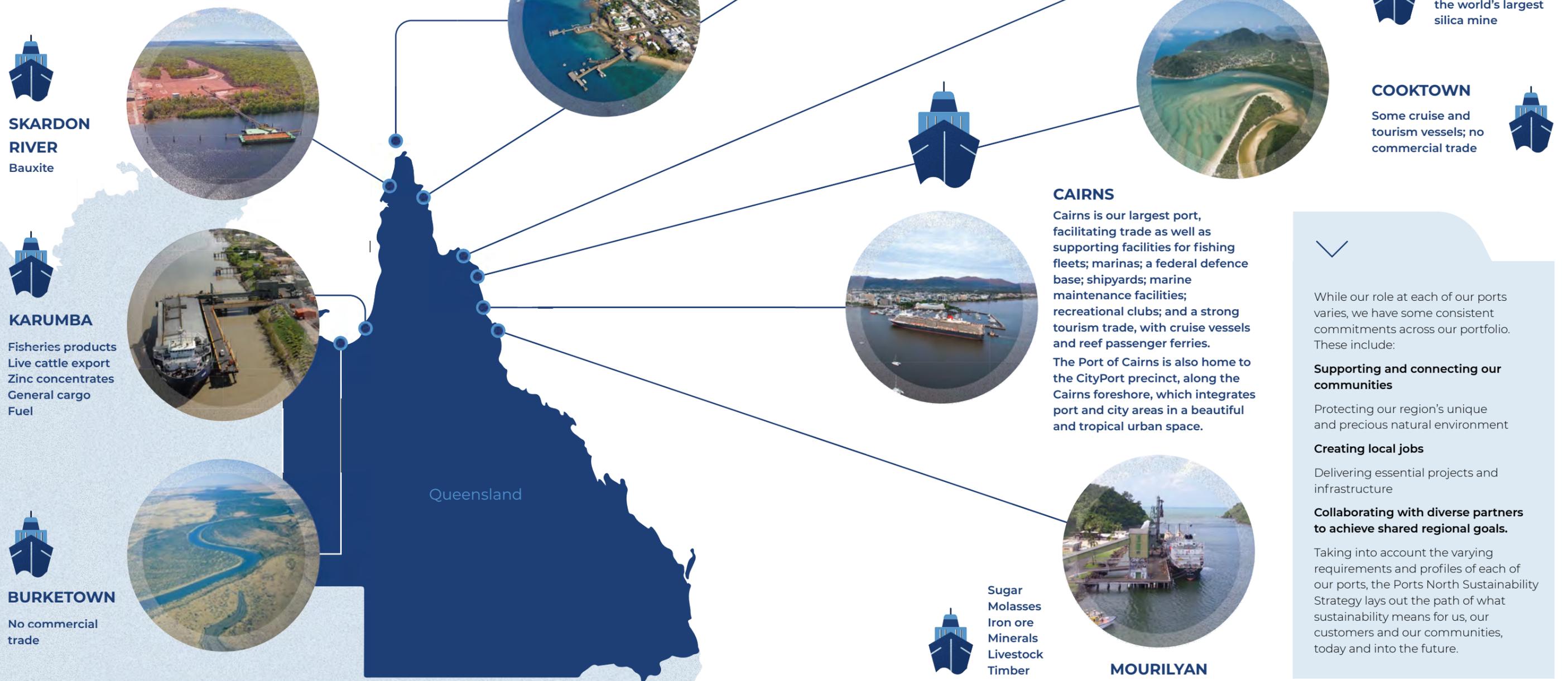
# Our network of ports

In 1906, the Cairns Port Authority and the Cairns Harbour Board were created to provide a port for the hinterland mining industry that had sprung up throughout the second half of the 1800s.

Essential to the economic growth and prosperity of the city, the Port of Cairns evolved over the next century to meet changing conditions and continue to serve its regional communities.

In 2009, the Queensland Government incorporated Far North Queensland Ports Corporation Limited (Ports North) and created a network of nine ports across the eastern and western tip of the state.

Our network now includes some of the most remote wharves and jetties in the country. We provide services that are vital to sustaining the people and economic activities of our regional and rural communities.



**SKARDON RIVER**  
Bauxite

**KARUMBA**  
Fisheries products  
Live cattle export  
Zinc concentrates  
General cargo  
Fuel

**BURKETOWN**  
No commercial trade

**THURSDAY ISLAND**  
General cargo

**QUINTELL BEACH**  
General cargo  
Drum fuel

**CAPE FLATTERY**  
Silica sand, from the world's largest silica mine

**COOKTOWN**  
Some cruise and tourism vessels; no commercial trade

**CAIRNS**  
Cairns is our largest port, facilitating trade as well as supporting facilities for fishing fleets; marinas; a federal defence base; shipyards; marine maintenance facilities; recreational clubs; and a strong tourism trade, with cruise vessels and reef passenger ferries. The Port of Cairns is also home to the CityPort precinct, along the Cairns foreshore, which integrates port and city areas in a beautiful and tropical urban space.

**MOURILYAN**  
Sugar  
Molasses  
Iron ore  
Minerals  
Livestock  
Timber



While our role at each of our ports varies, we have some consistent commitments across our portfolio. These include:

**Supporting and connecting our communities**

Protecting our region's unique and precious natural environment

**Creating local jobs**

Delivering essential projects and infrastructure

**Collaborating with diverse partners to achieve shared regional goals.**

Taking into account the varying requirements and profiles of each of our ports, the Ports North Sustainability Strategy lays out the path of what sustainability means for us, our customers and our communities, today and into the future.

## Our trade and services

Ports North not only connects the communities of Far North Queensland to each other, it also connects Far North Queensland to the world.

Our ports must continue to foster strong local and global partnerships, progressing our region towards a more sustainable and interconnected future.



### Global supply chains

We facilitate global supply chains, with trade in bulk commodities including general and project cargo, minerals, fuels, sugar, molasses, silica sands, metal concentrates, fertilisers, timber products and livestock.

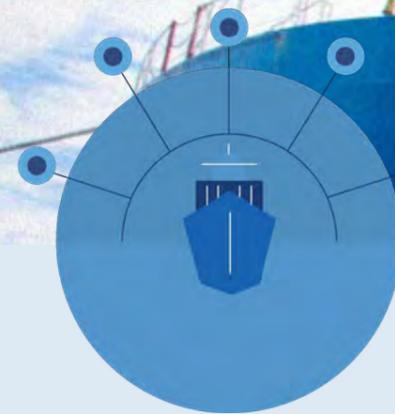


### Local services and supply

Our network of nine ports in Far North Queensland (FNQ) are essential to the economic well-being of the region.

The Port of Cairns is a vital hub for Far North Queensland, facilitating tourism and trade. The port is the backbone of the regional economy and plays a pivotal role connecting remote communities.

Regular freight and cargo services out of the Port of Cairns deliver critical items such as household goods, food supplies, fuel, construction materials and cars to our regional ports in the Cape York Peninsula, the Gulf of Carpentaria and Torres Strait Islands.



### Diverse roles

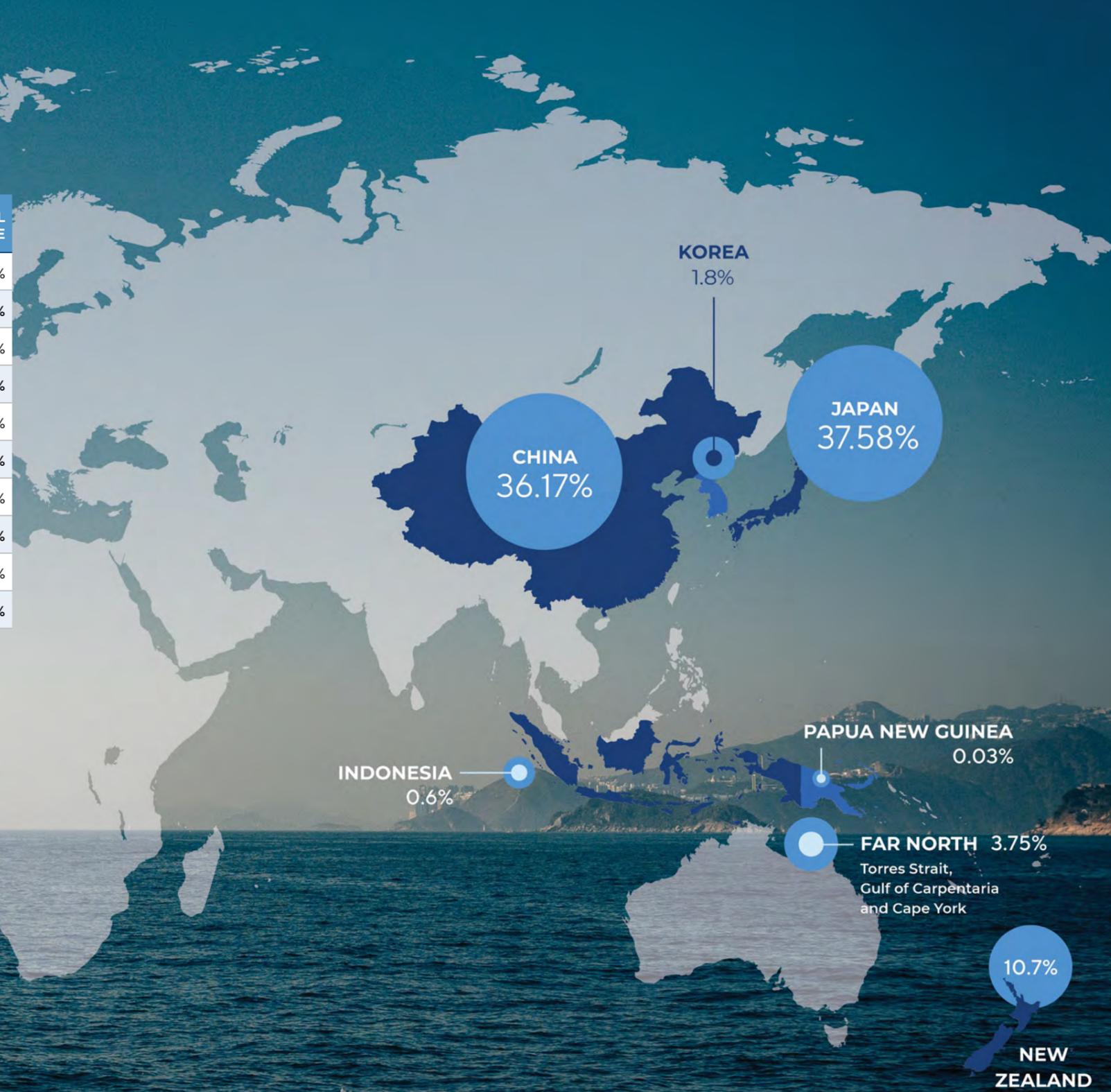
As a port authority, we're responsible for providing and maintaining port infrastructure; strategic port planning; trade facilitation; environmental management; ensuring navigable port depths for shipping; and coordinating safe, secure and efficient ports.

In addition to delivering major projects that provide regional prosperity, we issue leases, licences and permits to business that use port land, infrastructure and facilities.

We also run a pilotage operations service for the ports of Mourilyan, Cairns, Cape Flattery, Skardon River, Thursday Island, Weipa and Karumba, as well as a state-of-the-art marina and an award-winning cruise terminal at the Port of Cairns.

# Trade map 2019

LOCATION	EXPORT (TONNES)	IMPORT (TONNES)	TOTAL TRADE (TONNES)	% OF TOTAL TRADE
Torres Strait	120,305	84,736	205,041	2.86%
Gulf of Carpentaria	8,470	1,343	9,814	0.14%
Cape York	38,499	15,334	53,833	0.75%
Indonesia	42,255	695	42,950	0.60%
China	2,576,565	16,751	2,593,316	36.17%
Korea	42,000	87,738	129,738	1.81%
Japan	2,693,953	-	2,693,953	37.58%
New Zealand	767,872	-	767,872	10.71%
Papua New Guinea	-	2,282	2,282	0.03%
Other	60,353	610,160	670,513	9.35%





# Developing our sustainability strategy

# 03

The Ports North Sustainability Strategy captures the organisation’s past and present sustainability work, and delivers an action plan to guide its sustainable future.

**Following Australian best practice**

Following best practice guidelines established by peak body Ports Australia, Ports North has developed a sustainability strategy that both recognises the unique nature of its network of nine ports and aligns to industry standards, enabling benchmarking and collaboration.

**Joining the global conversation**

The Ports North Sustainability Strategy also contributes to the global industry conversation.

Brought together by the World Ports Sustainability Program, ports in every continent are adopting the United Nations Sustainable Development Goals.

Launched by the United Nations in 2015, the Sustainable Development Goals introduced global targets across People, Planet, Prosperity, Peace and Partnership themes. The goals recognise that managing sustainability challenges calls for a balanced and pragmatic approach. Environmental, societal and ethical issues need to be addressed alongside economic pressures.

**Adding our regional perspective**

As a key facilitator of regional prosperity, with operations in some of the most diverse and beautiful natural heritage on the planet, Ports North has long understood the importance of balancing economic development and environmental protection.

Ahead of determining an action plan to ensure the future sustainability of our ports, we undertook a detailed analysis of our existing sustainability work. We explored opportunities for deeper development and celebrated our sustainability successes to date.

We conducted extensive stakeholder interviews and a materiality assessment to identify issues that are truly important to Ports North. We found our work fell naturally into four areas that aligned with the Sustainable Development Goals: People, Planet, Prosperity and Partnerships.

By adopting these four areas as our four strategic themes, the Ports North Sustainability Strategy has implemented a framework that ensures a balanced and long-term approach to taking action.

**“THE PORTS NORTH SUSTAINABILITY STRATEGY RECOGNISES THE UNIQUE NATURE OF ITS NETWORK OF NINE PORTS, WHILE ALIGNING TO INDUSTRY STANDARDS THAT ENABLING BENCHMARKING AND COLLABORATION.”**



**OUR PROCESS**

Ports North undertook a robust strategy development process.

Our strategy encourages ownership of the challenges and opportunities among a wide-ranging group of internal and external stakeholders, and outlines actions that aim to improve outcomes across all four of our strategic sustainability themes.



**Our materiality assessment**

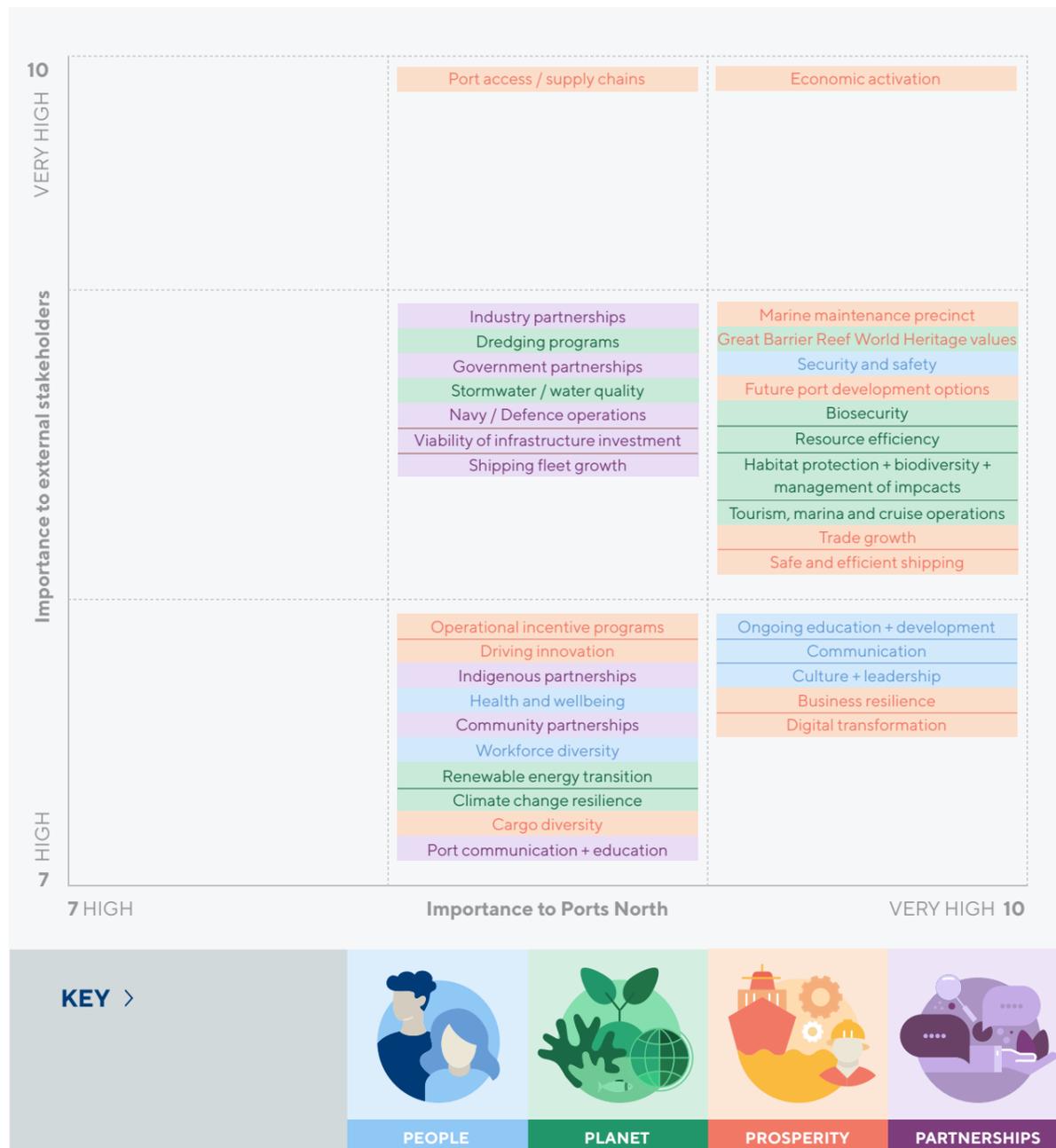
To ensure that the Ports North Sustainability Strategy focused on the challenges and opportunities that matter most to our stakeholders, we conducted a materiality assessment.

Through a process of cross-divisional workshops and detailed one-on-one discussions with both internal and external stakeholders, 35 important issues were identified.

These issues are displayed in our materiality matrix, which maps internal organisational views against external stakeholder views.

While stakeholders were invited to rank important issues from 1 (low importance) to 10 (very high important), all issues were ranked above 7 as shown in the following matrix.

Follow-up sessions with stakeholders were then held to verify that our matrix output sufficiently covered the breadth of issues raised. This second phase of engagement also helped us to ensure the materiality assessment informed our action plans.



Our ports have a long history of working to improve sustainability outcomes, across our four strategic themes and aligning with the United Nations Sustainable Development Goals.

+ PEOPLE



EMPLOYMENT



employees

LEADERSHIP



employees completed leadership training in the last 5 years

STAFF COLLABORATION



employees dedicated to a consultative working group

SAFETY



contractor safety inductions performed in 2021

GENDER



female workforce



male workforce

LIFELONG LEARNING



Study Assistance Scheme available



+ PLANET



CATCHMENT REGENERATION



hectares of Barron River catchment regenerated over 4 years

REEF HEALTH



years supporting the Crown of Thorns Starfish Control Program

GREAT BARRIER REEF WORLD HERITAGE AREA



ports adjacent to the GBR

MONITORING SEAGRASS



years of monitoring seagrass areas with JCU TropWATER

MARINE WATER QUALITY



years of monitoring water quality in Trinity Inlet, Cairns

LONG-TERM DREDGE MANAGEMENT



first port in Australia to receive a 10-year permit for maintenance dredging at the Port of Cairns



+ PROSPERITY\*

TRADE

7M

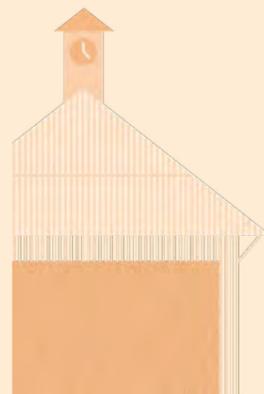
tonnes of cargo in FY19



TRADE DIVERSITY

11+

different export and import commodity types



ASSETS

\$127M

Cairns Shipping Development Project to improve shipping channel and berths and facilitate future trade



TRADE MIX

89%

export

11%

import



SHIPPING

2,572

ship calls in FY19

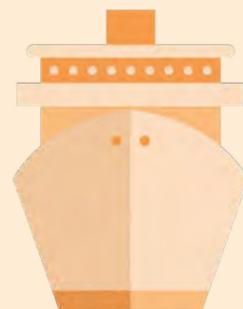


CRUISES

55 + 107

international ship calls

domestic ship calls in FY19



\*FY19 trade and shipping figures have been used in this strategy, because they are more representative of Ports North's long-term statistics, being unaffected by COVID-19 impacts



+ PARTNERSHIPS

COMMUNITY SPONSORSHIP

\$2M+

in community projects provided over 10 years (FY20)



SUSTAINABLE TOURISM

working with businesses to strengthen sustainable tourism



THRIVING COMMUNITY

10+

local events supported each year



INDUSTRY CONNECTION

15+

industry and government groups and associations contributed to



CAIRNS INDIGENOUS ART FAIR

10

years supporting Australian indigenous artists



YOUNG AUSTRALIANS

25

years encouraging environmental stewardship through the Business Liaison Association School Environmental Awards



## Building on existing initiatives

We are proud of our sustainability achievements throughout the long history of our ports.

As these examples illustrate, the Ports North Sustainability Strategy aims to build on our existing initiatives, while also introducing a raft of new ideas and targets. As always, we will continue to drive sustainability outcomes across our four themes of People, Planet, Prosperity and Partnerships.



### Encouraging skills diversity across Far North Queensland

Ports North is a diverse network of nine ports in Far North Queensland, and it takes a diverse skillset to operate such a portfolio.

In a team of just over 80 people, we have marine pilots and tug crews guiding vessels into berth; reef fleet crews working with tourist operators; an operations team keeping the ports in working order; and workers and professionals dedicated to a range of roles across environmental, financial, business and other fields.

We enjoy a low turnover of about 7% annually, and more than one third of our workforce has been with us for more than five years. Although many of our people are highly specialised, they are also highly adaptable. Working in regional and remote ports, our employees understand the value of multi-skilling and upskilling. We aim to nurture this natural enthusiasm for new learning opportunities via our Study Assistance Scheme.

+

#### OUR YOUNGEST EMPLOYEE

Jake Vanderkruk, Information Communications Technology officer, who joined Ports North in 2021.

#### OUR LONGEST SERVING EMPLOYEE

Errol Holden, plant and maintenance officer at Port of Cairns since 1987.



#### NEXT STEPS

##### Providing pathways

We're exploring possibilities to provide pathways for future regional leaders through vocational programs, internships and traineeships. We would also like to formally update our learning and development programs to go beyond mandatory training and encourage a shared sustainability vision.

#### ORGANISATIONAL CAPABILITIES

##### Corporate

Executive Management  
Board Secretarial  
Corporate Governance  
Risk Management  
Financial Management  
Community Relations  
Media and Communication  
Government Relations  
Land Use Planning  
Human Resources  
Administration and Records  
Purchasing

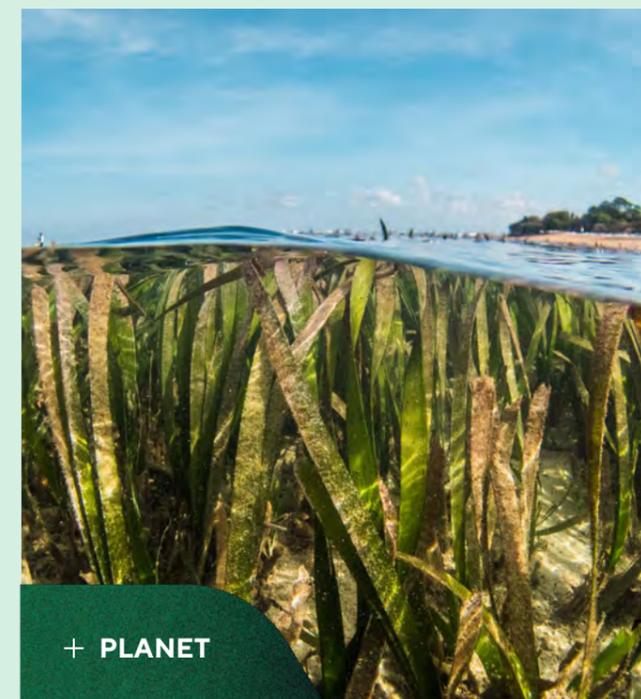
##### Technical

Engineering Design  
Project Management  
Seaport Planning

Asset Management  
IT Management  
Environmental Management  
Sustainability  
Port Operations  
Port Security  
Marine Pilotage  
Dredging Management  
Disaster Management

##### Commercial

Property Development  
Property Management  
Commercial Negotiations  
Business Development  
Customer Relations



### Seagrass monitoring for nearly 30 years

One of the longest-running continuous seagrass monitoring in the world, our work with scientists at TropWATER, James Cook University, has been ongoing for nearly 30 years. We monitor offshore seagrass meadows at four of our ports: Cairns, Mourilyan, Kurumba and Thursday Island.

Since 1994, we have built an invaluable long-term data set that captures seagrass growth, distribution and density; species composition of the meadows; and responses to changes in seasonality and climatic events, such as cyclones.

We use our data to inform future ambient environmental monitoring, as well as targeted programs that take place before, during and after dredging campaigns.

Because seagrass is a key indicator of marine health more broadly, this data is also used by academic researchers at JCU; various government agencies; and for the regional healthy reef report card, released through the Wet Tropics and Healthy Waterways Partnership.

#### NEXT STEPS

##### Local research partnerships

Building on this long-term commitment, Ports North aims to develop formal partnerships with local research institutions and indigenous communities to protect and enhance biodiversity in and around port locations.



+ PROSPERITY

**Creating commercial hubs that connect communities**

In a commitment spanning more than 20 years, Ports North has partnered with local stakeholders and the community to transform the Cairns foreshore.

Creating shared waterfront spaces on port-owned land, the CityPort precinct unites facilities and operators including marina, tourism, restaurants, hotels, commercial fishing and port activities.

The original concept was commissioned in 1994, and Cairns Port Authority has led the project from inception through to delivery and a number of upgrades.

The precinct brings together diverse and beautiful spaces for residential, commercial and industrial purposes. Along the foreshore, visitors and locals alike benefit from green parklands and walkways, the Reef Fleet Terminal, residential buildings, restaurants and commercial facilities, and the award-winning, heritage-listed wharf complex.

Widely seen as a Queensland benchmark for heritage restoration, the redeveloped complex includes three wharf spaces containing cafés and port viewing areas, a local brewery, and the International Cruise Liner Terminal, which has won 10 architectural and engineering awards.



**NEXT STEPS**  
**Connecting communities**

To continue to deliver connected communities and effectively managed port lands, a Port Master Plan for Cairns and Mourilyan is underway. This is a significant project that will inform balanced and long-term planning decisions with up to 30 year projections. These plans are expected to be completed by end of 2021.



+ PARTNERSHIPS

**Growing connections with the First Nations people of Australia**

Ports North understands the importance of integrating cultural and indigenous stories, learnings and skills into the land and seas in which our ports operate. We have a range of First Nations partnerships in place to guide and enhance aspects of our port operations, and honour the varying narratives and forms of First Nations expression.

As part of the Cairns CityPort precinct, five indigenous public artworks have been commissioned and exhibited in prominent positions along the waterfront. Of particular significance is the artwork at the entrance to the cruise terminal. By renowned Australian indigenous artist, the late Dr Thancoupie Gloria Fletcher AO, the sculpture depicts a legend of The Lovers, cased in bronze, where Moon and Star become lovers.

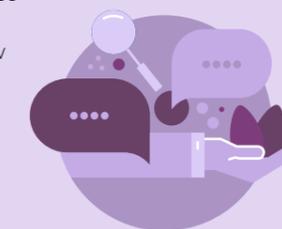
Ports North has also supported the Cairns Indigenous Art Fair (CIAF), an annual four-day event showcasing indigenous culture and art, for more than 10 years. In 2017, the event was awarded the Premier's Reconciliation Award for Best Business Partnerships between CIAF and Ports North.

We regularly sponsor NAIDOC Week lunches for the Torres Strait Regional Council.

We have also engaged Yirrganydji Traditional Owners to monitor and remove mangrove seedlings along the Cairns Esplanade foreshore in a three-year agreement. And both Yirrganydji and Gimuy Walubara Yidinji Traditional Owners have been engaged to conduct environmental monitoring during the delivery of the Cairns Shipping Development Project.

**NEXT STEPS**  
**Building a sustainable future together**

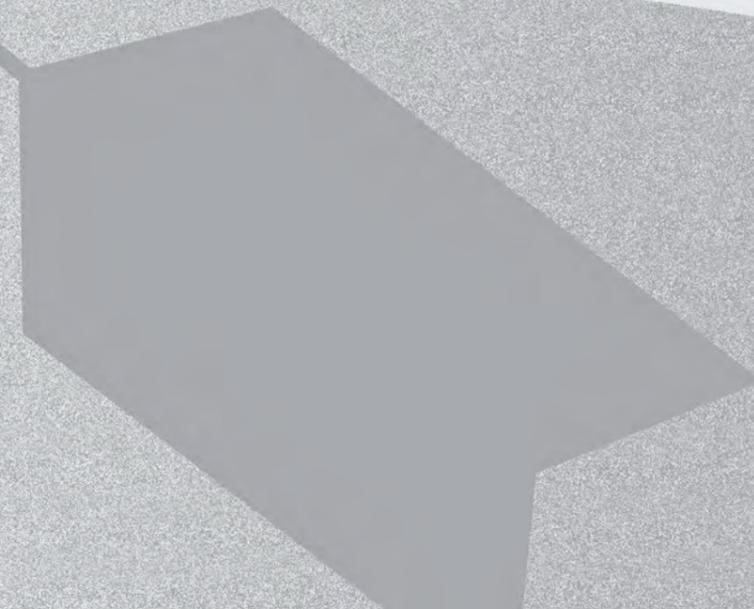
Building on the value the United Nations place on the power of partnerships, Ports North is looking to strengthen existing and foster new connections from First Nations communities at our ports. We recognise that collaborating on long-term social, environmental and economic opportunities is the best possible way to enhance a sustainable future for our region and the planet.





STRATEGIC AND TARGET PLANS

# Taking action now





## Our action plan

Port North's sustainability action plans build on our ports' history of diverse sustainability work.

The ideas and projects within arose out of numerous interviews with internal and external stakeholders, alongside materiality assessments to set priorities and define outcomes.

These plans represent what matters most to the people of and around Ports North. Yet, our strategy development process also accords with industry best practice, both Australian and international, aligning our sustainability commitments with the globally recognised United Nations Sustainable Development Goals.



### THEMES

ALIGNED WITH UN SUSTAINABLE DEVELOPMENT GOALS



+ PEOPLE



+ PLANET



+ PROSPERITY



+ PARTNERSHIPS



### FOCUS AREAS

5 IDENTIFIED FOR EACH THEME



### ACTION PLANS



## 2021-2023

To facilitate taking action now, we have developed priority action plans. These respond to three of the five focus areas for each theme

## 2021-2030

To ensure we continue to work strategically and proactively towards sustainability for the long term, we are also developing medium- and long-term action plans

## REPORTING ON OUR SUSTAINABILITY PERFORMANCES

TAKING ACTION NOW



+ PEOPLE

PORTS NORTH WILL NURTURE A CULTURE OF SUSTAINABLE VALUE, SAFETY AND DIVERSITY.



FOCUS AREAS

Our priority action plans are aligned to three of five focus areas for each theme

Learn more about our focus areas from page 40

FOCUS AREAS		01 Safe and safety-focused employees	02 Culture and leadership	03 Communication and motivation					
<b>ACTIONS</b>									
Reinforce 'safe' as a corporate value. Continue our commitment to proactive port safety management by developing and implementing safety systems that ensure good practice is achieved across the organisation.		Implement a calendar to support consistent messaging. Incorporate targeted safety training, ongoing safety campaigns, wellness events and initiatives that engage staff and key stakeholders.		Implement Employee Engagement Surveys to monitor employee satisfaction, engagement and positive workplace culture. Develop meaningful culture actions based on survey outcomes.		Develop and implement strategies and key performance indicators that achieve positive outcomes for the business and its people. Maintain and develop a positive work environment that attracts and retains motivated, empowered and capable people. Ensure robust performance training and review processes facilitate professional development.		Develop a plan to maximise opportunities for 'whole of business' sustainability communication. Consider internal and external audiences. Plan to include sustainability messaging across diverse communication channels including website, social media, email newsletters and more.	Embed a sustainability focus into the Employee Consultation Group (ECG). Review initiatives and workshop tools to enhance engagement between executive and staff. Empower the ECG to drive delivery of recommendations from employee engagement surveys, reinforcing a positive relationship between culture, leadership and communication among all of Ports North's people.
01		02		03					



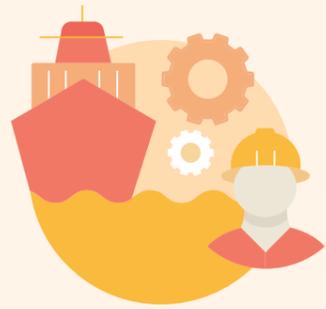
+ PLANET

PORTS NORTH WILL PROTECT ENVIRONMENTAL VALUES BY LEADING IN ENVIRONMENTAL MANAGEMENT.

FOCUS AREAS		01 Biodiversity and ecosystems	02 Climate action and carbon reductions	03 Waste, water and energy						
<b>ACTIONS</b>										
Develop an ongoing program, which builds on existing monitoring, to protect and enhance biodiversity in and around port locations. Seek partnerships with research institutions and indigenous communities.		Deliver a catchment improvement project that reduces the amount of fine sediment entering into the Great Barrier Reef World Heritage Area. Align with existing Cairns Shipping Development Project obligations.		Identify climate change risks relevant to the port industry, and Ports North specifically. Consider partnerships with organisations and research institutions conducting work in this space.		Develop a road map for Ports North's operations, based on the assessment of climate change risks. The road map should outline options for managing risks, including pathways for mitigation, adaptation and resilience actions.		Review potable water usage patterns across Ports North's operations and develop an action plan to enhance efficiency.	Identify current waste streams/types and quantities. Develop a strategy focused on reduce, reuse, recycle and re-purposing (circular economy principles).	Review energy usage patterns and develop a short list of energy reduction opportunities across Ports North's business. Identify and assess options to increase uptake of renewable energy at each of Ports North's locations.
01		02		03						



TAKING ACTION NOW



+ PROSPERITY

PORTS NORTH WILL DELIVER REGIONAL PROSPERITY BY FACILITATING DEVELOPMENT AND OPTIMISING BUSINESS EFFICIENCIES.

FOCUS AREAS															
01 Business resilience		02 Operational efficiencies		03 Regional prosperity and strategic port planning											
ACTIONS															
<p>Develop and formalise a Change Management Framework, where new and changing projects or processes are considered and assessed by a cross-divisional team.</p> 		<p>Develop and implement a risk-based Sustainable Port Management Framework, aimed at ensuring a transparent and consistent approach to regulatory, governance, operational, environment and community requirements at each regional port.</p>		<p>Undertake a 'Post-Pandemic Operational Review' of the Ports North response to the global pandemic. Identify learnings across human resources, operational adaptability and financial resilience.</p>		<p>Identify areas to improve efficiency with automation/software/systems technology, building on current software system development.</p>		<p>Develop systems and processes to optimise asset performance through maintenance scheduling, asset utilisation, asset renewal and consideration of life-cycle costs in decision making.</p>		<p>Finalise Master Plans for Cairns and Mourilyan, and implement preferred options in a staged and incremental way through the establishment of new Land Use Plans.</p>		<p>Support the delivery of the Cairns Marine Precinct (CMP) through the delivery of early works packages and working with the state government on the CMP business case.</p>		<p>Ensure a strong focus on regional prosperity by working closely with Port Advisory Groups to determine viable infrastructure opportunities to increase trade and /or offer greater business resilience.</p>	
01				02				03							

+ PARTNERSHIPS

PORTS NORTH WILL DRIVE POSITIVE CHANGE BY CONNECTING WITH THE COMMUNITY, INDUSTRY, RESEARCH AND GLOBAL PARTNERS.



FOCUS AREAS											
01 Community engagement		02 Cultural relationships		03 Industry and government partners							
ACTIONS											
<p>Review existing Community Sponsorship Guidelines and apply a strategic and long-term approach to our community spending across the four sustainability strategy themes.</p> 		<p>Confirm community engagement expectations by assessing current engagement tools. Map out a mix of feedback platforms from face-to-face discussion to consultative meetings to interactive online platforms.</p>		<p>Build on existing relationships and strengthen knowledge and understanding of First Nations across Ports North's operations to inform Port North's vision for Reconciliation.</p>		<p>Investigate opportunities to target greater indigenous participation and input into Ports North environmental monitoring, management and research.</p>		<p>Work closely with regional industry and government partners to exchange ideas on sustainability. Move towards an aligned and shared vision for a 'Sustainable Far North Queensland'.</p>		<p>Identify and consolidate opportunities for information sharing forums and joint projects with customers, local industries, government and other ports. Topics for consideration include circular economy, low carbon economy, technology, reef health, climate change, renewable energy and dredge management.</p>	
01				02				03			

## Medium- and long-term actions

Sustainability is inherently a long-term project. It is a constant commitment to find a balanced approach to caring for our planet, people, prosperity and partnerships.

Ports North is acting now, through detailed and output-driven priority action plans.

However, we are also planning for the future.

Our medium- and long-term sustainability action plans will be agile. Some items will flow naturally from deliverables scheduled within our priority plans, such as implementing newly identified initiatives or acting in response to engagement surveys.

Other ideas reflect bigger picture thinking and longer-term planning. We won't wait to start them, but they may take more time to deliver, as we build new partnerships and lay the foundations for new approaches.

As we begin to report regularly on the Ports North Sustainability Strategy, we will provide updated action lists. We have built a number of regular data collection points into our priority actions, including annual employee surveys and a new materiality survey. We will also measure and incorporate performance against our priority outcomes.

With each new iteration of our medium- and long-term action plans, we will aim to respond to current needs that have arisen during the period, as well as affirming our scheduled actions, based on our long-term vision for sustainability across each of our four strategic themes.

OUR MEDIUM- AND LONG-TERM SUSTAINABILITY ACTION PLANS WILL BE AGILE. SOME ITEMS WILL FLOW NATURALLY FROM DELIVERABLES SCHEDULED WITHIN OUR PRIORITY PLANS, SUCH AS IMPLEMENTING NEWLY IDENTIFIED INITIATIVES OR ACTING IN RESPONSE TO ENGAGEMENT SURVEYS. OTHER IDEAS REFLECT BIGGER PICTURE THINKING AND LONGER-TERM PLANNING.



MEDIUM AND LONG-TERM ACTIONS



**+ PEOPLE**

PORTS NORTH WILL NURTURE A CULTURE OF SUSTAINABLE VALUE, SAFETY AND DIVERSITY.

Our five focus areas



In our medium- and longer-term action plans, we aim to nurture our people-focused culture across all five of our focus areas.

First and foremost, we will always seek to maintain our focus on driving a positive safety culture, and supporting the safety and security of our people.

Over the long term, we also aim to attract and maintain a diverse,

high-performing workforce, as part of an engaged and inclusive working environment. We are exploring a number of options including internships and traineeships to enable us to achieve this outcome.

We also want to encourage our staff to take sustainability action.

We are currently considering ideas such as staff volunteering programs

to simultaneously empower our people to increase the outreach and visibility of our ports, while giving them opportunities to help their own local communities in ways that are meaningful to them.



**+ PLANET**

PORTS NORTH WILL PROTECT ENVIRONMENTAL VALUES BY LEADING IN ENVIRONMENTAL MANAGEMENT.

Our five focus areas



Ports interact with their natural environment in myriad ways, which means environmental management ideas abound in our medium- and longer-term action plans. Ports North is committed to preserving our precious natural heritage by acting across five diverse environmental focus areas.

We are taking action to reduce our carbon footprint and support our national zero emissions future by 2050.

We also aim to implement renewable energy initiatives at our ports and deliver components for major renewable energy projects (including wind, solar and hydro) through the Port of Cairns.

Acting to preserve biodiversity and ecosystems, we plan to deliver environmental restoration projects that contribute to improved water quality outcomes in our operational area.

And we're focused on ensuring greater access to and availability of Ports North's extensive environmental data, research and expertise through innovative science communication.





**PROSPERITY**

PORTS NORTH WILL DELIVER REGIONAL PROSPERITY BY FACILITATING DEVELOPMENT AND OPTIMISING BUSINESS EFFICIENCIES.

**Our five focus areas**



Across the Ports North network of nine ports, we are the gateway between our local communities and the rest of the world. Our medium- and long-term sustainability action plans will implement staged and incremental development in line with comprehensive and balanced port master plans and land use plans.

Our vision for our ports is to continue to successfully service the growing region of Far North Queensland by constructing and maintaining sustainable infrastructure. We will always look for opportunities to promote and support investment in major projects that unlock supply chain bottlenecks and boost regional prosperity.

We also seek to deliver a digital transformation that drives significant business improvements and efficiencies, setting us up as a strong yet agile organisation ready to respond to the diverse challenges and opportunities that our fast-changing environment brings.



**PARTNERSHIPS**

PORTS NORTH WILL DRIVE POSITIVE CHANGE BY CONNECTING WITH COMMUNITY, INDUSTRY, RESEARCH AND GLOBAL PARTNERS.

**Our five focus areas**



Ports North places immense value on its partnerships. We see ourselves as an integral member of a broad network of community, industry, research and government entities. By working together, we can deliver a successful and sustainable Far North

Queensland, based on an aligned and shared vision. We will play an active role in promoting and advancing sustainable tourism and supporting its long-term recovery following COVID 19.

We will also work collaboratively with indigenous partners to integrate cultural values into port planning and management. And we will seek to implement an industry-leading research partnership that delivers value to key stakeholders.

# Reporting on sustainability performance

Delivering the best possible outcomes in sustainability means holding ourselves accountable and reporting openly and regularly on our performance.

Regular check-ins enable us to track and show progress against our action plans.

We will also aim to create a continuous feedback loop. Using formal and informal reporting structures, we aim to capture project information, create a register of future ideas, and ensure all of our sustainability learnings are integrated into the next iteration of our strategy and action plans.

Lastly, we will seek to contribute to industry benchmarking standards. Mechanisms to achieve this are being explored, and we hope to include an update on our approach as part of our first sustainability report.

Ports North Sustainability Strategy reporting will be published regularly on the Ports North website, and announced via our social media channels.

**+**  
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