

FY23

# Sustainability Report



**nswPorts**



# ABOUT THIS REPORT

This report is NSW Ports' fifth disclosure on annual sustainability performance. It is prepared with reference to the Global Reporting Initiative (GRI) Standards (refer GRI Content Index on pages 20 to 23) and the United Nations Sustainable Development Goals (UN SDGs).

Our reporting scope includes activities under the control of the NSW Ports group of companies – which consists of NSW Ports Operations Hold Co Pty Limited (and its subsidiaries) and NSW Ports Pty Limited (and its subsidiaries). It includes NSW Ports' operations at Port Botany, Port Kembla, Enfield Intermodal Logistics Centre and Cooks River Intermodal Terminal.

This report contains a summary of our sustainability priorities, the material topics we address, and our progress against the success outcomes, targets, key performance indicators and initiatives stated in our 2022 Sustainability Strategy. Unless otherwise indicated, references to FY23, FY22 and FY21 in graphs and copy throughout this report refer to financial years ending 30 June of the respective year. All figures are in Australian dollars unless otherwise stated.

Published November 2023.



NSW Ports is a proud long-time sponsor of the Port Kembla Surf Club and its volunteer lifesavers, providing funding for the club's operations, training and equipment.





# ACKNOWLEDGEMENT OF COUNTRY

NSW Ports proudly acknowledges the many Aboriginal and Torres Strait Islander peoples that comprise the Traditional Custodians of the Lands and Waterways around our Sydney and Illawarra based operations.

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



## ARTIST STATEMENT

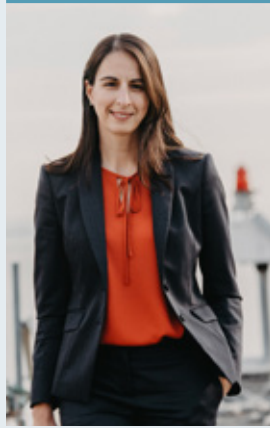
Shane Youngberry is a Dharawal man belonging to the La Perouse Aboriginal community. He draws inspiration from local dreaming stories and local culture that has been passed onto him by his family and Elders. The artwork delivered to NSW Ports is a bespoke artwork that makes use of images of spirit ancestors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

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

# MESSAGE FROM OUR CHAIR & CEO



**Patricia McKenzie**  
Chair



**Marika Calfas**  
CEO

“Our vision is to be a world-class port and logistics manager driving sustainable growth.”

NSW Ports caters for the trade demands of the people and businesses of NSW through our assets: Port Botany, Port Kembla, Enfield Intermodal Logistics Centre and Cooks River Intermodal Terminal. These assets are critical to the economic growth and prosperity of the state and nation.

We understand that the only way we can support NSW's trade needs into the future is if we strive for the sustainable use of land and assets and the sustainable movement of freight. Our Sustainability Strategy clearly states our priorities: act as a responsible port manager and steward the trade growth forecast for our ports; be a champion for decarbonisation; build resilience to navigate future shocks and stresses; and support thriving communities encompassing our own employees, people who visit and work at our sites and people who live in the neighbourhoods surrounding our assets.

We are proud to share NSW Ports' FY23 Sustainability Report showcasing our progress against our targets and strategic priorities.

Our continued investment in energy efficiency and renewable energy, means we are well on track to achieve our net zero scope 1 and 2 greenhouse emissions reduction target. We also made good progress on our scope 3 greenhouse gas emissions target by defining the boundary for these emissions and completing a baseline inventory to focus our collaborative emissions reduction efforts in future years.

We were delighted to be awarded Silver Partner status by the NSW Government's Sustainability Advantage program. This achievement recognises the continued care and diligence that we place on responsible management of our assets to reduce environmental impacts and to ensure we understand the risks and opportunities that climate change is likely to bring about for our business.

This financial year we completed a climate change transition risk study to complement the refreshed physical climate risk study completed in FY22. The findings from these studies are being incorporated into our enterprise risk management system, ensuring that we have a strong governance process for mitigating and adapting to these risks and opportunities.

The third year of our Community Grants Program received a record number of applications from a variety of groups doing amazing work in our local communities. These grants, combined with our long-term community sponsorship partnerships, one-off charitable donations and staff volunteering their time meant we again made a difference to the people and places that surround our assets.

We acknowledge the entire NSW Ports team for their hard work, demonstrated commitment to our values, and spirit of continuous improvement and thank the Board of Directors for their guidance during the year.

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# FY23 PERFORMANCE SCORECARD

This scorecard summarises our progress in FY23 against the outcomes, targets and key performance indicators (KPIs) in our 2022 Sustainability Strategy.

Priority	Target	Key Performance Indicator	FY23 result	Status
 <b>Steward forecast growth</b> <b>Outcome:</b> Our ports and intermodal terminals are fit-for-purpose, sustainably managed assets, now and into the future. Our stakeholders are informed about our strategic role in society and collaborate with us to continue building a sustainable port supply chain.	No loss of industrial land surrounding our ports and intermodal terminals	Industrial land 'lost' (rezoned to other uses) (ha)	0	●
	100% of development projects comply with our sustainable development code	Projects that comply with our sustainable development code (%)	100%	●
	Zero environmental incidents from NSW Ports operations resulting in a regulatory response	Environmental incidents resulting in a regulatory response (#)	0	●
	Year on year increase in freight on rail to and from our ports	Freight volumes on rail (TEU)	360,231	●
 <b>Champion decarbonisation</b> <b>Outcome:</b> We have decarbonised our own operations. We are effectively collaborating in the decarbonisation of our broader port and intermodal terminal precincts.	Net zero scope 1 & 2 greenhouse gas emissions by end of FY25	Scope 1 emissions (tCO <sub>2</sub> e)	41	●
		Scope 2 emissions (tCO <sub>2</sub> e)	217	●
	100% renewably sourced electricity	Renewable electricity (%)	90%	●
	Define and measure our scope 3 emissions and work with our customers and suppliers to reduce these	By FY25, scope 3 emissions to be defined and measured	Achieved	●
 <b>Build resilience</b> <b>Outcome:</b> We have the systems, processes and relationships in place to enable our business to withstand and adapt to changing conditions and to recover positively from shocks and stresses.	More than 90% of training, drills and exercises in our business resilience framework completed by due date	Business resilience framework actions completed by due date (%)	92%	●
	All material climate-related risks (physical and transition) identified and embedded in organisational risk registers by end of FY25	Key climate related risks monitored (%)	50%	●
 <b>Support thriving communities</b> <b>Outcome:</b> Our communities understand the important role of our assets and feel positive towards our business and its success. Our workplaces are safe, healthy, diverse and inclusive environments that support the wellbeing, professional development and engagement of our people.	Establish a social impact monitoring and evaluation framework	In FY23 a monitoring and evaluation framework will be developed	Achieved	●
	More than 90% of safety actions closed by due date	Safety actions completed by due date (%)	95%	●
	Maintain an employee engagement score of more than 75%	Employee engagement score (%)	85%	●

● On target/target met

● Within tolerance

● Behind target/target not met



# FY23 HIGHLIGHTS

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## Highlights

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### Steward forecast growth

- Released our 40 Year Master Plan outlining priorities and actions required to sustainably cater for the growing NSW freight task.
- Awarded Silver Partner status in NSW Government Sustainability Advantage program in recognition of our significant environmental achievements.

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### Champion decarbonisation

- Our scope 1 and 2 GHG emissions reduction target was endorsed by the Science Based Targets Initiative as being in line with keeping global average temperatures to 1.5°C.
- 81% reduction in scope 1 and 2 greenhouse gas emissions.
- 90% of electricity renewably sourced.
- Defined our scope 3 emissions boundary and completed our first scope 3 emissions inventory.

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### Build resilience

- Completed a study to identify the transition risks and opportunities for our business in response to climate change.
- Proactively strengthened our cyber security mechanisms and cyber-attack response procedures.

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### Support thriving communities

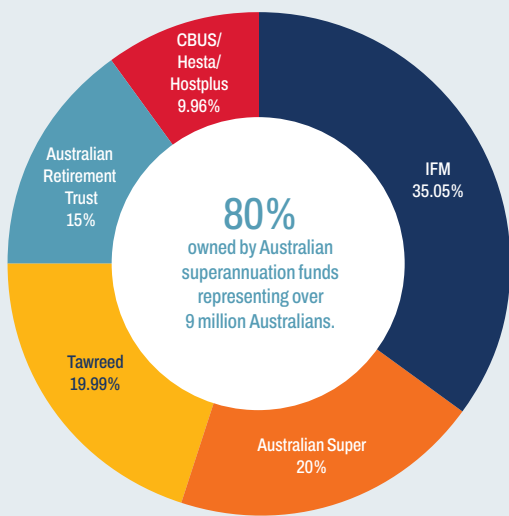
- 11 local community groups awarded grant funding to support projects across social services, schools, sport and the environment.
  - Maintained our employee engagement score at a high level.
- 

Figures correct as at 30 June 2023.



# OUR BUSINESS AT A GLANCE

NSW Ports began operations in 2013 under a 99-year lease with the NSW Government for Port Botany, Port Kembla, Cooks River Intermodal Terminal and Enfield Intermodal Logistics Centre. Our focus is managing these key trade gateways connecting the people and businesses of NSW to global markets. Our business is a significant contributor to the economies of NSW and Australia.



NSW Ports is wholly owned by a consortium of leading institutional investors 80% owned by Australian superannuation funds representing over 9 million Australians.

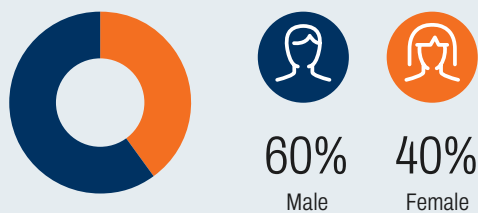
We are port managers, responsible for: leasing land to port and logistics operators; strategic port planning; and maintaining and delivering wharf infrastructure, channel and berth depths and common user road and rail infrastructure at the ports. We also have responsibility for landside precinct security and safety and operating control of multi-user berths.

To find out more about who we are and what we do see: [We keep Australia's economy moving.](#)

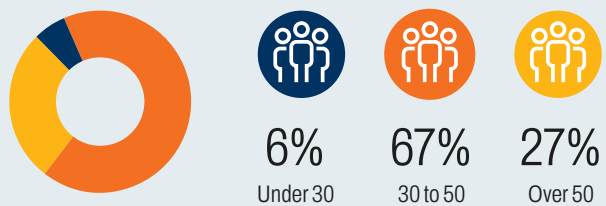
## Our people

Our workforce consists of employees from a wide range of technical, operational and professional disciplines. We are committed to creating an inclusive and engaging work environment and investing in our people to support their professional development, health and wellbeing. All NSW Ports employees were employed on either a permanent or fixed term contract basis during FY23.

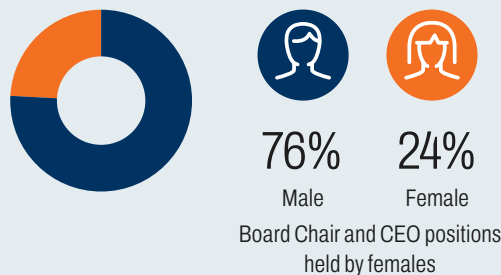
### GENDER\*



### AGE\*



### BOARD AND EXECUTIVE LEADERSHIP TEAM\*



\* Figures correct as at 30 June 2023.

## Our contribution



**\$13.6bn**

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



**64,570 jobs**

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



**42%**

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



**>90%**

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





ENFIELD INTERMODAL LOGISTICS TERMINAL

SYDNEY CBD

HURSTVILLE

BOTANY BAY

SUTHERLAND

COOKS RIVER INTERMODAL TERMINAL

HELENSBURGH

PORT BOTANY GLOBAL GATEWAY

BARGO

BULLI

PORT KEMBLA GLOBAL GATEWAY

WOLLONGONG

DAPTO

# GOVERNANCE AT NSW PORTS

Our commitment to sustainable business starts at the top of our organisation and is integrated across our business. We are committed to being ethical, responsible and transparent. We have structures and policies in place that define, integrate and track our responsible business practices and stewardship and which are regularly reviewed by the NSW Ports Board.

## BOARD CHARTER

The NSW Ports Board Charter outlines the principles the Board of NSW Ports upholds while carrying out its duties.

It outlines the roles and responsibilities of the Independent Chair, Directors and Company Secretaries, the establishment and operation of Board Committees and conflict of interest processes.

## CODE OF CONDUCT

The NSW Ports Code of Conduct governs the conduct of our Directors, employees and contractors by establishing a clear standard of behaviour expected from all employees, fostering a positive work environment and upholding employee rights.

The Code of Conduct is supported by a suite of policies, frameworks and guidelines that reflect NSW Ports' commitment to governance, anti-corruption, ethical conduct, equal opportunity, human rights, health and safety and privacy.

These are regularly reviewed and updated to ensure they continue to reflect our workplace expectations.

NSW Ports has a Whistleblower Policy in place, including processes to support employees who have concerns about serious wrongdoing.

## RISK MANAGEMENT & BUSINESS RESILIENCE FRAMEWORKS

NSW Ports' Enterprise Risk Management Framework identifies our strategic approach to managing risk. It defines and identifies our risk appetite, risk management process, responsibilities across all levels of the organisation from the Board to employees and reporting requirements.

Our Business Resilience Framework documents NSW Ports' continued commitment to an integrated, consistent, and dynamic approach to building business resilience through event management, incident and emergency response, business continuity and crisis management.

## SUSTAINABILITY POLICY

The NSW Ports Sustainability Policy outlines our business vision, values, sustainability approach and principles. It sets the standards for decision making, long term planning and the achievement of our sustainability objectives.

## Our governance structure

Our Board is responsible for overseeing NSW Ports' corporate governance, business activities and performance. The Board approves NSW Ports' Sustainability Policy and Sustainability Strategy and receives reports on performance and progress against the Strategy.



More information about our Board and Executive Leadership Team can be found on our website [here](#).

## Stakeholder engagement

NSW Ports regularly engages with a wide range of stakeholder groups on a variety of topics. We identify our key stakeholders, through our business activities and our materiality process, as those most directly impacted by our operations and material topics. Our main stakeholder groups, their key interests and concerns and how we engage with them are described below.

Stakeholder group	Engagement mechanism	Key topics
<b>Customers (including tenants and port users)</b>	<ul style="list-style-type: none"> <li>- Correspondence (including information reporting, meetings and phone calls)</li> <li>- Feedback channels</li> <li>- Digital and social media channels</li> <li>- Participation in forums and with industry associations</li> </ul>	<ul style="list-style-type: none"> <li>- Performance</li> <li>- Emerging industry issues</li> <li>- Precinct level sustainability objectives</li> <li>- Business improvement initiatives</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>- Meetings and workshops</li> <li>- Group-wide surveys</li> <li>- Digital and social media channels</li> </ul>	<ul style="list-style-type: none"> <li>- Health, safety and wellbeing</li> <li>- Communication and engagement</li> <li>- Performance and leadership</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>- Meetings</li> <li>- Correspondence</li> <li>- Digital channels</li> </ul>	<ul style="list-style-type: none"> <li>- ESG matters</li> <li>- Business performance</li> <li>- Business strategy</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>- Consultative committees</li> <li>- Correspondence (including meetings and phone calls)</li> <li>- Feedback channels</li> <li>- Events</li> <li>- Sponsored activities</li> <li>- Digital and social media channels</li> <li>- Media</li> </ul>	<ul style="list-style-type: none"> <li>- Local community impacts</li> <li>- Environmental issues and impacts</li> <li>- Developments and business activities</li> <li>- Support for local community groups and initiatives</li> </ul>
<b>Government, industry bodies and regulators</b>	<ul style="list-style-type: none"> <li>- Stakeholder meetings, industry roundtables and briefings</li> <li>- Site tours</li> <li>- Business engagement forums</li> </ul>	<ul style="list-style-type: none"> <li>- Freight policy</li> <li>- Operational efficiency</li> <li>- Infrastructure and land use planning</li> <li>- Environmental protection</li> <li>- Decarbonisation</li> <li>- Business strategy</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>- Supplier meetings, briefings and workshops</li> <li>- Site tours</li> <li>- Feedback surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Supplier performance</li> <li>- Health, safety, environment, and quality metrics</li> <li>- Ethical business practices</li> <li>- Continuous improvement</li> <li>- Collaboration opportunities</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>- Correspondence (including meetings and phone calls)</li> <li>- Media releases</li> <li>- Digital and social media channels</li> </ul>	<ul style="list-style-type: none"> <li>- Strategy and future directions</li> <li>- Business initiatives</li> <li>- Operational issues</li> </ul>



# OUR SUSTAINABILITY APPROACH

The NSW Ports Sustainability Policy is the foundation of our approach to environmental, social and governance matters and is available [here](#).

## Our process for determining material topics

We conduct double materiality assessments with internal and external stakeholders every three years, with desktop reviews involving internal stakeholders conducted in the intervening years.

In 2022, NSW Ports completed a double materiality assessment to identify our material ESG risks and opportunities (referred to as material topics). Under the double materiality approach, NSW Ports considered both financially material topics and stakeholder impact topics. This assessment informed the development of the four strategic priorities in our 2022 Sustainability Strategy.

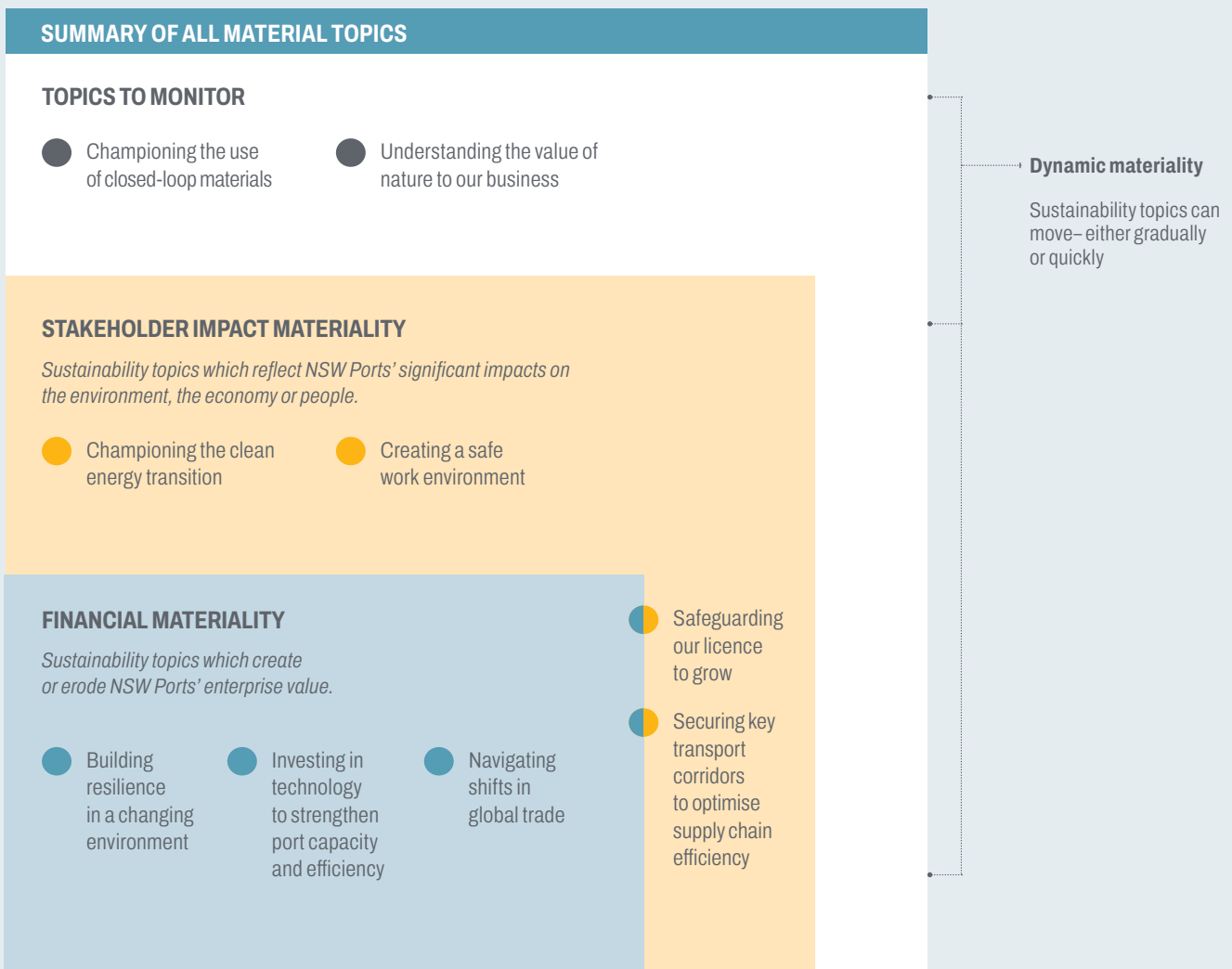
In FY23, we completed a desktop review of these material topics, considering whether:

- the megatrends identified in 2022 remained relevant
- any material topics had become less important or were having an unanticipated impact on our business, and
- any of the potential material topics had become more relevant or were having a bigger impact on our business and therefore had become material.

No material changes that impact our existing strategy were identified.

## Our material topics

The diagram below shows our material topics.



# OUR SUSTAINABILITY STRATEGY

## Our strategic priorities

NSW Ports' 2022 Sustainability Strategy identifies four strategic priorities, which collectively respond to our material topics. The graphic below describes the connection between our purpose, vision, values, material topics and strategic priorities.

We also considered how our strategy enables our business to contribute to the United Nations Sustainable Development Goals. We can deliver the greatest contribution to Goals 8, 9, 11 and 13.





# STEWARD FORECAST GROWTH

## Why is it important to us?

NSW Ports is responsible for the management of key ports and intermodal terminal assets in NSW. We have a responsibility to proactively manage these assets to cater for forecast trade growth. We achieve this by monitoring population growth trends and the urban environment, as well as changing patterns of consumption, production and traded goods.

We are committed to protecting and optimising the use of existing land and infrastructure, while planning for sustainable development of the ports and intermodal terminals we manage. This informs our advocacy for the delivery of supporting infrastructure that enhances connectivity.

## Outcome 1: Our stakeholders are informed about our strategic role in society and collaborate with us to continue building a sustainable port supply chain.

In FY23, NSW Ports released a 40-Year Master Plan that outlines priorities and actions required to sustainably cater for the growing NSW freight task (see case study below for more information).

We participated in the Productivity Commission Inquiry into Maritime Supply Chains, highlighting the value of the ports to the economy and their role as one part of a broader supply chain that includes shipping, port terminals, land transport, industrial lands and local distribution. All parts of this supply chain need to work productively to ensure the efficient movement of goods domestically and internationally.

NSW Ports also made a submission to the Independent Inquiry into Inland Rail, advocating for connectivity between the new Inland Rail project and the existing NSW country rail network. It is vital that the key junctions throughout NSW allow freight to leverage new and existing rail lines to efficiently access ports and international markets.

We continued to advocate for investment in freight corridors that connect the ports and intermodal terminals with the people and businesses of NSW and for the protection of industrial lands surrounding these assets. This included a submission to the Greater Cities Commission’s Six Region Discussion Paper on this topic.

Our planning team monitors local development applications and made several submissions to local council to avoid or reduce land use conflicts and potential impacts on our neighbouring communities. In keeping with this objective, we made submissions during consultation on the Bayside and Randwick City Council Development Control Plans. We recommended the inclusion of additional acoustic amenity controls for residential developments located in the catchment of Port Botany and nearby industrial zoned land, as well as around connecting transport infrastructure (road and rail).

## Outcome 2: Our ports and intermodal terminals are fit-for-purpose, sustainably managed assets, now and into the future.

NSW Ports is committed to protecting the environments in which we operate. Monitoring and managing the operational sustainability of the assets under our management is firmly embedded in our environmental and asset management plans. Overarching Environmental Management Plans (OEMPs) for each of our assets set out our requirements and expectations for best practice environmental management. As a landlord port, we require port tenants, port users and contractors to develop environmental management plans that outline how risks will be managed and ensure that their operations and activities minimise negative impacts on waterways, land, air quality, local ecology, local residents and heritage values. No environmental notices were issued against NSW Ports during FY23.

To protect and enhance natural ecosystems, we have continued to actively preserve Green and Golden Bell Frog habitat conservation areas at Enfield and Port Kembla.

Since 2018, we have collaborated with the University of Wollongong to map and assess the ecological impacts of offshore anchoring practices off Port Kembla. The interdisciplinary research team examined how deep-water anchors affect seabed ecosystems to understand their impacts and inform anchorage practices.

We continued to monitor and manage resource use throughout FY23. We installed smart water metres across our sites at Port Botany that provide better and more timely data on water consumption through a centralised dashboard. We completed an energy audit at Port Botany that identified further energy efficiency opportunities across our operations which have been incorporated into forward plans. For further detail on our energy and water performance, see our Sustainability Performance Data Supplement on page 24.

Our field trials of low carbon concrete in our Port Kembla breakwater structures also continued during the year. As part of our replenishment program, we have produced over 30 blocks and hanbars using low carbon concrete to date, which are subject to an ongoing durability study. To further our commitment to circular economy principles, we joined the Materials and Embodied Carbon Leaders Alliance (MECLA).

Actioning a commitment in our 2022 Sustainability Strategy, we commenced a project to update our existing Port Development Code and Green Port Checklist to ensure sustainable development principles are consistently embedded into precinct-wide developments. This project is underway, with completion expected in FY24.

## ALIGNMENT TO SDG TARGETS



9.1 Develop quality, reliable, sustainable and resilient infrastructure to support economic development and well-being.



- 11.3 By 2030, enhance inclusive and sustainable urbanisation.
- 11.4 Strengthen efforts to protect and safeguard the world’s cultural and natural heritage.



12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse



Target	Key Performance Indicator	FY22 Actual	FY23 Actual	Trend	Commentary
<b>OUTCOME 1: OUR STAKEHOLDERS ARE INFORMED ABOUT OUR STRATEGIC ROLE IN SOCIETY AND COLLABORATE WITH US TO CONTINUE BUILDING A SUSTAINABLE PORT SUPPLY CHAIN.</b>					
No loss of industrial land surrounding our ports and intermodal terminals	Industrial land 'lost' (i.e. rezoned to other uses) (ha)	-1	0	Target met	No industrial land around our assets was rezoned to other uses in FY23.
<b>OUTCOME 2: OUR PORTS AND INTERMODAL TERMINALS ARE FIT-FOR-PURPOSE, SUSTAINABLY MANAGED ASSETS, NOW AND INTO THE FUTURE.</b>					
100% of development projects comply with our sustainable development code	Projects that comply (%)	100%	100%	Target met	Development projects are required to apply our Green Port Checklist to ensure they incorporate sustainable development principles.
Zero environmental incidents from NSW Ports operations resulting in a regulatory response	Environmental incidents resulting in a regulatory response (#)	0	0	Target met	
Year on year increase in freight on rail to and from our ports	Freight volumes on rail (TEU)	350,776 (TEU)	360,231 (TEU)	On Target	Container volumes on rail at Port Botany grew 3% on FY22.

## CASE STUDY

### 40 Year Master Plan

Our Master Plan, *NSW Ports 2063: Our 40-year Master Plan for Sustainable Growth*, outlines the port trade growth and changes we expect over the next 40 years. Published in May 2023, it considers the probable future, key drivers of change and the actions that will be needed to respond.

The Master Plan explores five change drivers that will shape our ports and supply chains. By 2063, NSW will be home to around 12 million people. Technology improvements will increase digitalisation and automation. The future workforce will have more workers with technology, digital and sustainability skills. Limited supply of industrial lands will drive the need for intensified land use.

Productivity in our supply chains will be enhanced through greater co-ordination between stakeholders. Decarbonisation initiatives will impact supply chain operations and influence the types of trades handled at the ports.

Effectively planning the future of our ports and port supply chains is essential to NSW's economic prosperity. Long term, dependable plans encourage the business investment required to sustainably cater for NSW's long term future trade needs.

The Master Plan sets five objectives to sustainably cater for forecast trade growth and identifies the actions required to achieve them.

### Master Plan Objectives



#### Nation

Cater for the trade needs of NSW and Australia.



#### Movement

Grow the volume of freight moved by rail and improve the efficiency of road connections.



#### Capacity

Grow freight handling capacity.



#### Land use

Ensure the efficient and responsible use of land and infrastructure.



#### Place

Protect our ports, freight-related lands and freight transport routes.

Achieving our Master Plan objectives will reduce emissions, minimise community impacts, support the competitiveness of NSW exports and support cost-effective goods for consumers and businesses in NSW.



# CHAMPION DECARBONISATION

## Why is it important to us?

We are committed to reducing our scope 1 and 2 greenhouse gas emissions in line with the Paris Agreement goal to limit global warming to 1.5°C and to working with our suppliers and customers to reduce their emissions.



## Outcome 1: We have decarbonised our own operations.

We achieved a 3% reduction in electricity consumption in FY23, with energy efficiency a continued focus in our sustainable asset management plans. A detailed energy audit of Port Botany’s top consuming sites identified several efficiency initiatives that have been funded in our FY24 budget. We continued our lighting upgrade program across our assets, installing LEDs and lighting timers, and replaced the air conditioning plant and equipment with a more energy efficient system at our Port Botany head office.

We reduced our scope 2 emissions by 84% through the continued operation of the two power purchase agreements signed in FY22 and the retirement of large-scale generation certificates from solar systems on our Enfield warehouses. See the case study below for more information on our roadmap to net zero scope 1 and 2 emissions.

We are preparing to transition our fleet of nine (mostly utility model) vehicles to electric vehicles. We continued to investigate suitable replacement models in FY23 with the intention to transition to electric vehicles as the leases on our existing vehicles end.

## Outcome 2: We are effectively collaborating in the decarbonisation of our broader port and intermodal terminal precincts.

As a port manager, most of our greenhouse gas emissions lie in our value chain. In FY23 we investigated and defined the upstream and downstream reporting boundary for our value chain (scope 3) emissions and calculated our baseline emissions inventory using FY22 data, arriving at a total of 342,163 tCO<sub>2</sub>e. 94% of these emissions are from the businesses that lease land from us and those that use port infrastructure and services (such as shipping lines, trucks and trains). The remaining 6% of emissions are from the upstream portion of our value chain – the goods and services we procure and our capital goods expenditure. We have commenced collaboration with port operators and users to develop decarbonisation roadmaps.

## ALIGNMENT TO SDG TARGETS



13.3 Build knowledge and capacity to meet climate change.



7.2 By 2030, increase substantially the share of renewable energy in the global energy mix



12.6 ...adopt sustainable practices and integrate sustainability information into their reporting.

Target	Key Performance Indicator	FY22 Actual	FY23 Actual	Trend	Commentary
<b>OUTCOME 1: WE HAVE DECARBONISED OUR OWN OPERATIONS.</b>					
Net zero scope 1 & 2 emissions by end of FY25	Scope 1 emissions (tCO <sub>2</sub> e)	38	41	On Target	Scope 1 emissions rose slightly in FY23 due to increased use of fleet vehicles post Covid-19 restrictions.
	Scope 2 emissions (tCO <sub>2</sub> e)	1,344	217	On Target	
100% renewably sourced electricity by end of FY25	Renewable electricity (%)	24	90	On Target	

**OUTCOME 2: WE ARE EFFECTIVELY COLLABORATING IN THE DECARBONISATION OF OUR BROADER PORT AND INTERMODAL TERMINAL PRECINCTS.**

Define and measure our scope 3 emissions and work with our customers and suppliers to reduce these	By FY25, scope 3 emissions to be defined and measured	-	Achieved	Target met	We completed our baseline scope 3 emissions inventory in FY23 using FY22 data and calculated scope 3 emissions at 342,163 tCO <sub>2</sub> e.
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CASE STUDY



**Our roadmap to net zero scope 1 and 2 emissions**

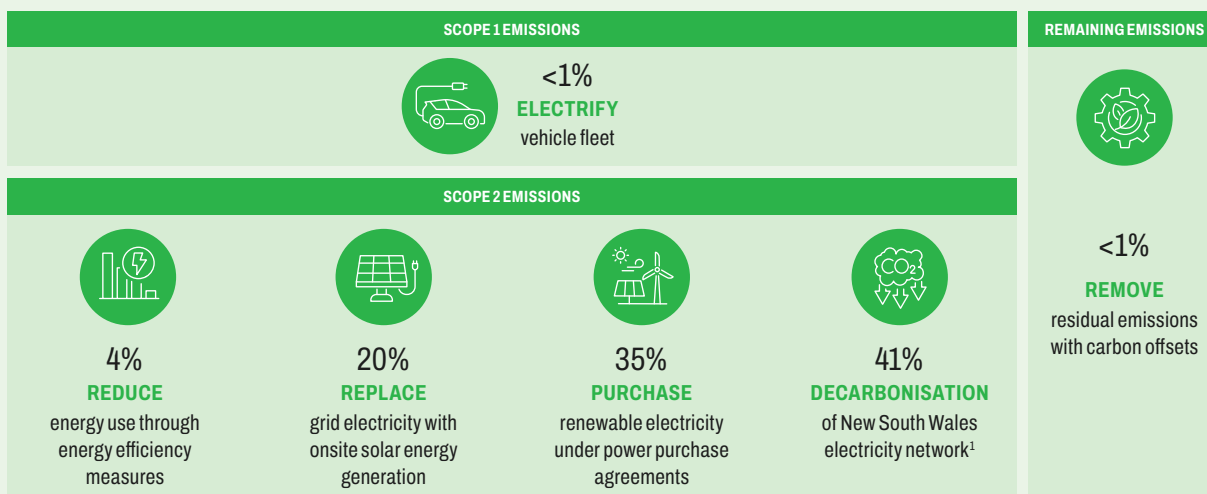
Reducing our scope 1 and 2 emissions is central to our efforts to champion decarbonisation. Our scope 1 emissions are generated by our vehicle fleet and the use of diesel in our fire system pump generators. Our scope 2 emissions are generated from the electricity used in the buildings and port infrastructure directly managed by NSW Ports.

In FY22, our Board endorsed our target to achieve net zero scope 1 and 2 greenhouse gas emissions by 30 June 2025. In FY23, our target was endorsed by the Science Based Targets Initiative as being in line with keeping global average temperatures to 1.5°C.

While our operational emissions are low compared to those of companies in our value chain, it is important that we have a credible pathway to achieve our target.

We developed a net zero roadmap by identifying abatement opportunities and mapping them to our emissions sources. This roadmap involves:

- **REDUCE** energy use through energy efficiency measures.
- **ELECTRIFY** company vehicle fleet to reduce fuel use.
- **REPLACE** grid electricity with onsite solar energy generation.
- **PURCHASE** renewable electricity via power purchase agreements.
- **REMOVE** residual emissions with carbon offsets.



1 Grid decarbonisation is not within our control but it does form an important component of the roadmap to net zero emissions.





# BUILD RESILIENCE

## Why is it important to us?

Ports are a critical part of global supply chains and their reliability and performance are essential to a flourishing economy and society. We recognise the strategic value of anticipating, withstanding and learning from disruptive events – whether environmental, social or regulatory – to create a smarter, stronger and more resilient port supply chain.

## Outcome 1: We have the systems, processes and relationships in place to enable our business to withstand and adapt to changing conditions and to recover positively from shocks and stresses.

Resilience at NSW Ports takes many forms – including managing and adapting to the impacts of a changing climate, business disruption and cyber threats.

In FY23, we investigated the risks and opportunities for our business due to climate change, consistent with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). This study complements work undertaken in FY21 on the climate-related physical risks that NSW Ports’ assets, operations and supply chains may be exposed to as the impacts of climate change manifest over time.

Digitisation is another opportunity to enhance the resilience of our business. In FY23, we progressed the development of a new data portal to support active asset management. The portal receives real time data from sources, including electricity retailers, water meters, noise monitors, culvert monitors, building management systems and cathodic protection systems. When complete, the portal’s centralised dashboard will enable us to spot emerging trends, identify issues and take corrective action sooner.

We conducted crisis and emergency management exercises throughout the year to ensure we are prepared for high-consequence events if they occur. Many stakeholders, including tenants, contractors, emergency services and the Port Authority of NSW participated in these exercises. (See case study for more information.) Emergency management training was provided to our security and operations contractors.

### CASE STUDY

## Emergency exercises

Being prepared for and responsive to potential emergency situations is a key element of NSW Ports’ Business Resilience Framework. We undertake annual simulated emergency exercises with stakeholders across our assets. These simulations help ensure the response mechanisms and emergency procedures in place are fit-for-purpose, practical and effective.

This year’s exercise at Port Kembla involved a simulated pollution incident from a berthed vessel and a medical emergency involving a seafarer onboard. Working alongside NSW Ports were representatives from the Port Authority of NSW, NSW Fire & Rescue, NSW Ambulance, Environment Protection Authority, GrainCorp and Svitzer, amongst others.

The Port Botany exercise saw crews and workers test their protocols and equipment in response to a simulated gas leak at the Bulk Liquids Berth. Representatives from NSW Fire & Rescue, ELGAS, and the Port Authority of NSW participated alongside NSW Ports.

For all exercises, participating organisations conducted thorough debriefs to identify any improvements and plan their inclusion into procedures and policies.



## ALIGNMENT TO SDG TARGETS



9.1 Develop quality, reliable, sustainable and resilient infrastructure to support economic development and well-being.



- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.
- 13.3 Build knowledge and capacity to meet climate change.

Target	Key Performance Indicator	FY22 Actual	FY23 Actual	Trend	Commentary
<b>OUTCOME 1: WE HAVE THE SYSTEMS, PROCESSES AND RELATIONSHIPS IN PLACE TO ENABLE OUR BUSINESS TO WITHSTAND AND ADAPT TO CHANGING CONDITIONS AND TO RECOVER POSITIVELY FROM SHOCKS AND STRESSES.</b>					
More than 90% of training, drills and exercises in our business resilience framework completed by due date	Business resilience framework actions completed by due date (%)	–	92	On Target	This is the first year we have reported this indicator, which was introduced in our 2022 Sustainability Strategy.
All material climate-related risks (physical and transition) identified and embedded in organisational risk registers by FY25	Key climate related risks monitored (%)	–	50	On Target	This is the first year we have reported this indicator, which was introduced in our 2022 Sustainability Strategy.

## CASE STUDY

### Using scenario analysis to build resilience

Looking forward from where we are today, we are faced with a range of plausible climate-affected futures. Scenario analysis enables us to examine possible impacts to NSW Ports related to these futures. These scenarios are not intended to predict the future, but rather help us understand our resilience as a business (a central aim of the Task Force recommendations) and the activities we can take to enhance our preparedness.

Our scenario analysis utilises a baseline scenario and two emissions reduction scenarios based on Shared Socioeconomic Pathways (SSPs) as referenced in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change.

#### BASELINE SCENARIO

(business as usual)

Assumes countries progress much as they have today, following current initiatives and continuing business as usual.

#### FAST ACTION SCENARIO

(limits global warming to 1.5°C, SSP1-RCP2.6)

Society and industry rapidly transition to a zero-carbon world. All industries experience consumer and regulatory-driven transformational change. This enables society to avoid the worst physical impacts of climate change.

#### POLARISATION SCENARIO

(global warming reaches 3°C, SSP3-RCP6.0)

The world continues to be polarised by climate change. Policies become increasingly oriented towards national and regional security issues. The Paris Agreement fails to meet its 2°C target and the focus is on adapting to climate change physical impacts.

Risks and opportunities arising from the scenario analysis are assessed in accordance with our Enterprise Risk Management Framework at medium term (2030) and long term (2050) time horizons and are evaluated for materiality using our Risk Appetite Statements.



# SUPPORT THRIVING COMMUNITIES

## Why is it important to us?

People are key to our success. A strong social licence, built on effective engagement and a thriving workforce, is critical to our business. Listening to our customers, stakeholders, local communities and employees helps us plan for and invest in initiatives that create equitable, safe, healthy and prosperous environments.

## Outcome 1: Our communities understand the important role of our assets and feel positive towards our business and its success.

With around one-third of Port Botany’s workers and almost all of Port Kembla’s workforce living in neighbourhoods surrounding the ports, our communities are closely intertwined with our business. Community and stakeholder engagement is an important part of NSW Ports’ activities. We engage with our local communities through a range of approaches, including community consultation and liaison committees.

NSW Ports is an active partner and longtime supporter of many not-for-profit and grassroots organisations located near our assets through our sponsorship and community grants programs. Through strategic investment we support building strong and inclusive communities that can thrive over the long term. In FY23, we developed a social impact framework to measure the impact of our community investment program, based on the methodology of Business for Societal Impact (B4SI). (See case study for further information).

In FY23, we continued our sponsorship of several community organisations. Find out more about our community sponsorship program and the outcomes achieved on our website [here](#).

Our community grants program received a record number of applications in FY23. We awarded grants of up to \$25,000 to 11 projects, services and initiatives that will deliver community benefits. The full list of 2023 Community Grants and further details on each recipient is available on our website [here](#).

We actively manage noise from our asset operations, addressing an important community issue. We have implemented a range of initiatives and work proactively with the community, local councils, regulatory authorities and port operators and users.

## Outcome 2: Our workplaces are safe, healthy, diverse and inclusive environments that support the wellbeing, professional development and engagement of people.

We are driven to ensure the safety, health and wellbeing of our employees and the people that visit our sites. We have a strong workplace health and safety reporting culture. In FY23, we worked closely with stakeholders to identify and improve safety performance in several high priority areas. With the help of the shipping industry, terminal operators and the Port Authority of NSW we introduced additional safety controls for ships calling at the Port Botany Bulk Liquids Berths. We also collaborated with pipeline owners to improve pipeline integrity management processes at Port Botany. We updated our Port Botany Overarching Traffic Management Plan. We engaged with contractors on key projects to address safety issues identified on key construction and maintenance projects.

We are committed to encouraging and supporting the professional development of all our employees. In FY23, we invested in development programs for our Executive Leadership Team and staff. The latter program consisted of role specific technical skills and IT/software skills to keep pace with constantly evolving IT and systems requirements. We also continued to build a resilient workforce by creating new roles in the organisation structure, including the design of new graduate level positions in Business Intelligence and Sustainability.

We are committed to upholding human rights in our operations and supply chains. In FY23, we have continued to work with our employees, customers and suppliers to develop a deeper understanding of the risks of modern slavery in our operations and supply chain. Our Modern Slavery Statements are available in the ‘Our Reporting’ section of our website.

## ALIGNMENT TO SDG TARGETS



- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking.
- 8.8 Protect labour rights and promote safe and secure working environments for all workers.



- 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making.



- 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Target	Key Performance Indicator	FY22 Actual	FY23 Actual	Trend	Commentary
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**OUTCOME 1: OUR COMMUNITIES UNDERSTAND THE IMPORTANT ROLE OF OUR ASSETS AND FEEL POSITIVE TOWARDS OUR BUSINESS AND ITS SUCCESS.**

Establish a social impact monitoring and evaluation framework	In FY23 a monitoring and evaluation framework will be developed.	-	Achieved	Target met	We developed a social impact framework based on the methodology of Business for Societal Impact (B4SI).
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**OUTCOME 2: OUR WORKPLACES ARE SAFE, HEALTHY, DIVERSE AND INCLUSIVE ENVIRONMENTS THAT SUPPORT THE WELLBEING, PROFESSIONAL DEVELOPMENT AND ENGAGEMENT OF PEOPLE.**

More than 90% of safety actions closed by due date	Safety actions completed by due date (%)	95	95	Target Exceeded	
Maintain an employee engagement score of more than 75%	Employee engagement score (%)	85	85	Target Exceeded	

CASE STUDY



**Community investment impact**

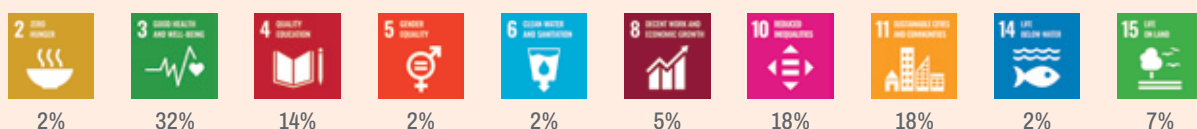
Measuring the impact of our community investment is one way NSW Ports demonstrates the value we add to our local communities. To inform our efforts, NSW Ports has been a member of Business for Societal Impact (B4SI) – the global standard for measuring and managing corporate social impact – since 2020. Leveraging the B4SI ‘Community Investment route to social impact’ methodology, we developed a monitoring and evaluation framework for our Community Investment Program. The framework was completed in FY23 and was used to evaluate the impact of our community investment since

FY21, which includes community grants, sponsorships of community organisations, one-off charitable donations and staff volunteering time.

Our Community Investment Program has supported 90 community activities benefitting more than 20,000 people over the past 3 years. Because of our support, 95% of benefiting organisations have introduced new or improved services, 70% have increased their profile, and 36% have implemented projects that contribute to environmental improvements.

Inputs	Outputs	Impacts
Cash: \$849,931	Activities supported: 90	<b>Beneficiary organisations that completed feedback surveys (80%) reported:</b>
Hours of volunteering: 328	Individuals reached: over 20,000	<ul style="list-style-type: none"> <li>Improved or new services: 95%</li> <li>Improved management systems: 10%</li> <li>Reached more or spent more time with participants: 25%</li> <li>Taken on more staff or volunteers: 20%</li> <li>Increased their profile: 70%</li> </ul>
		<b>Environmental Impacts</b>
		<ul style="list-style-type: none"> <li>projects that contributed to environmental improvement: 36%</li> <li>projects that changed people's environmental behaviour: 32%</li> </ul>

Activities supported to date have contributed to the following UN SDGs (# of projects as a % of total projects)





# GRI CONTENT INDEX

## STATEMENT OF USE

NSW Ports has reported the information cited in this GRI content index for the period 1 July 2022 to 30 June 2023 with reference to the GRI Standards.

## GR1 REFERENCED

GR1: Foundation 2021

## APPLICABLE GRI SECTOR STANDARD(S)

Nil

Number	Disclosure	Location	Remarks
<b>GRI 2: GENERAL DISCLOSURES 2021</b>			
<b>The organization and its reporting practices</b>			
2-1	Organisational Details	NSW Ports FY23 Sustainability Report: About This Report inside front cover and back cover	
2-2	Entities included in the organisation's sustainability reporting	NSW Ports FY23 Sustainability Report: About This Report inside front cover	
2-3	Reporting period, frequency and contact point	NSW Ports FY23 Sustainability Report: About This Report inside front cover and back cover	
2-4	Restatements of information	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
2-5	External Assurance		This report has not been externally assured.
<b>Activities and workers</b>			
2-6	Activities, value chain and other business relations	NSW Ports FY23 Sustainability Report: Our Business At A Glance page 6 NSW Ports Corporate Brochure available at: <a href="http://www.nswports.com.au/publications">www.nswports.com.au/publications</a>	
2-8	Workers who are not employees		NSW Ports has no workers who are not employees.
<b>Governance</b>			
2-9	Governance structure and composition	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8 NSW Ports website: <a href="http://www.nswports.com.au/our-board-and-executive-team">www.nswports.com.au/our-board-and-executive-team</a>	
2-11	Chair of the highest governance body	NSW Ports website: <a href="http://www.nswports.com.au/our-board-and-executive-team">www.nswports.com.au/our-board-and-executive-team</a>	
2-12	Role of the highest governance body in overseeing management of impacts	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8	
2-13	Delegation of responsibility for managing impacts	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8	
2-14	Role of the highest governance body in sustainability reporting	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8	

Number	Disclosure	Location	Remarks
2-15	Conflicts of interest	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8	
2-16	Communication of critical concerns	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8	
<b>Strategy, policies, and practices</b>			
2-22	Statement on sustainable development strategy	NSW Ports 2022 Sustainability Strategy: Message from our Chair & CEO page 2	
2-23	Policy commitments	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8	
2-24	Embedding policy commitments	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8	
2-27	Compliance with laws and regulations		There were no incidents of non-compliance requiring reporting.
<b>Stakeholder engagement</b>			
2-29	Approach to stakeholder engagement	NSW Ports FY23 Sustainability Report: Governance at NSW Ports page 8 <a href="#">NSW Ports Master Plan, NSW Ports 2063: Our 40-year Master Plan for Sustainable Growth (2023)</a> NSW Ports website: <a href="http://www.nswports.com.au/community">www.nswports.com.au/community</a>	
<b>GRI 3: MATERIAL TOPICS 2021</b>			
3-1	Process to determine material topics	NSW Ports FY23 Sustainability Report: Our Sustainability Approach – Our process for determining material topics page 10	
3-2	List of material topics	NSW Ports FY23 Sustainability Report: Our Sustainability Approach – Our material topics page 10	
3-3	Management of material topics	NSW Ports FY23 Sustainability Report: Our Sustainability Approach page 10	
<b>GRI 203: Indirect economic impacts (2016)</b>			
203-2	Significant indirect economic impacts	NSW Ports FY23 Sustainability Report: Our Business At A Glance page 6	

# GRI CONTENT INDEX (CONTINUED)

Number	Disclosure	Location	Remarks
<b>GRI 205: Anti-corruption (2016)</b>			
205-3	Confirmed incidents of corruption and actions taken		There were no incidents of corruption.
<b>GRI 206: Anti-competitive Behaviour (2016)</b>			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		<p>Australian Competition and Consumer Commission (ACCC) proceedings re Section 54 of the Competition and Consumer Act were dismissed, with costs awarded to NSW Ports.</p> <p>Mayfield Development Corporation commenced a "follow on" action based on the ACCC's allegations (as set out above). Those proceedings are in progress.</p>
<b>GRI 302: Energy (2016)</b>			
302-1	Energy consumption within the organisation	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
302-4	Reduction of energy consumption	NSW Ports FY23 Sustainability Report: Champion Decarbonisation pages 14-15 and Sustainability Performance Data Supplement page 24	
<b>GRI 303: Water and Effluents (2018)</b>			
303-5	Water consumption	Sustainability Performance Data Supplement page 24	
<b>GRI 305: Emissions (2016)</b>			
305-1	Direct (Scope 1) GHG emissions	NSW Ports FY23 Sustainability Report: Champion Decarbonisation pages 14-15	
305-2	Energy Indirect (Scope 2) GHG emissions	NSW Ports FY23 Sustainability Report: Champion Decarbonisation pages 14-15	
305-5	Reduction of GHG emissions	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
<b>GRI 306: Waste 2020</b>			
306-3	Waste generated	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
306-4	Waste diverted from disposal	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	




Number	Disclosure	Location	Remarks
305-5	Waste directed to disposal	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
<b>GRI 403: Occupational Health and Safety (2018)</b>			
403-8	Workers covered by an occupational health and safety management system	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
403-9	Work-related injuries	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
<b>GRI 404: Training and Education (2016)</b>			
404-2	Programs for upgrading employee skills and transition assistance programs	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
404-3	Percentage of employees receiving regular performance and career development reviews	NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and employees	NSW Ports FY23 Sustainability Report: Support Thriving Communities - Our people page 18-19	
<b>GRI 406: Non-discrimination</b>			
406-1	Incidents of discrimination and corrective actions taken		There were no incidents of discrimination.
<b>GRI 413: Local Communities 2016</b>			
413-1	Operations with local community engagement, impact assessments and development programs	NSW Ports FY23 Sustainability Report: Support Thriving Communities pages 18-19  NSW Ports FY23 Sustainability Report: Sustainability Performance Data Supplement page 24	

NSW Ports does not currently publicly report information related to the following requirements and has omitted them from the GRI Content Index above: 2-7, 2-10, 2-17, 2-18, 2-19, 2-20, 2-21, 2-25, 2-26, 2-28 and 2-30.



# SUSTAINABILITY PERFORMANCE

## DATA SUPPLEMENT

Strategic priority	Measure	FY21 Actual	FY22 Actual	FY23 Actual	Trend	
 <b>Steward forecast growth</b>	Total water consumed (kL)	19,377	18,721	21,623	● **	
	Percentage reduction in water over previous year (%)	-37	-3	+17	● **	
	Total waste generated (T)	66	80	70	●	
	- Total recycled (T)	25	41	5	● **	
	- Total recycled (%)	38	51	7	● **	
	- Total sent to landfill (T)	41	39	65	● **	
	- Total sent to landfill (%)	62	49	93	● **	
	Heritage items under management	15	15	14	●	
	Habitats protected or restored	2 hectares	2 hectares	2 hectares	●	
 <b>Champion decarbonisation</b>	Scope 1 emissions (tCO <sub>2</sub> e)	41	38	41	● **	
	- Reduction in scope 1 emissions from FY21 baseline (tCO <sub>2</sub> e)		-3	0	● **	
	- Reduction in scope 1 emissions from FY21 baseline (%)		-7	0	● **	
	Scope 2 emissions (tCO <sub>2</sub> e)	2,064	1,344	217	●	
	- Reduction in scope 2 emissions from FY21 baseline (tCO <sub>2</sub> e)		-720	-1,127	●	
	- Reduction in scope 2 emissions from FY21 baseline (%)		-35	-89	●	
	Energy consumption (GJ)					
	- Electricity (Solar and Wind)	308	2,305	7,210	●	
	- Electricity (Grid)	9,527	7,125	1,945	●	
	- Diesel	603*	498*	556	●	
	- Petrol	24	22	35	●	
Reduction in energy consumption (as a direct result of conservation and energy efficiency programs) (%)	0	-4	-3	●		
 <b>Support thriving communities</b>	Workers covered by an OH&S management system (%)	100	100	100	●	
	Work related injuries/ill health					
	- Medical Treatment Injury	2	0	0	●	
	- Lost Time Injury	0	0	0		
	Programs for upgrading employee skills and transition assistance programs	Outsourced career management and transition services provided. The programs offer:				
		- Individual coaching on networking, creating a digital profile and communication.				
		- Seminars on how to search for jobs, create a CV.				
	Access to career portal with online teaching tools on range of topics.					
Employees receiving regular performance and career development reviews (%)	100	100	100	●		
Local community consultation committees	Information on our commitment to community engagement, our objectives and the details of our existing consultative committees: <a href="https://www.nswports.com.au/community">https://www.nswports.com.au/community</a>					

\* These figures have been revised since the FY22 Sustainability Report due to use of an incorrect conversion factor

\*\* These metrics have trended negatively following the lifting of Covid-19 restrictions and due to the employment of more staff.

Note: No supplementary performance measures are reported for the 'Build resilience' strategic priority.

● Positive trend

● Trend within tolerance

● Negative trend





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