

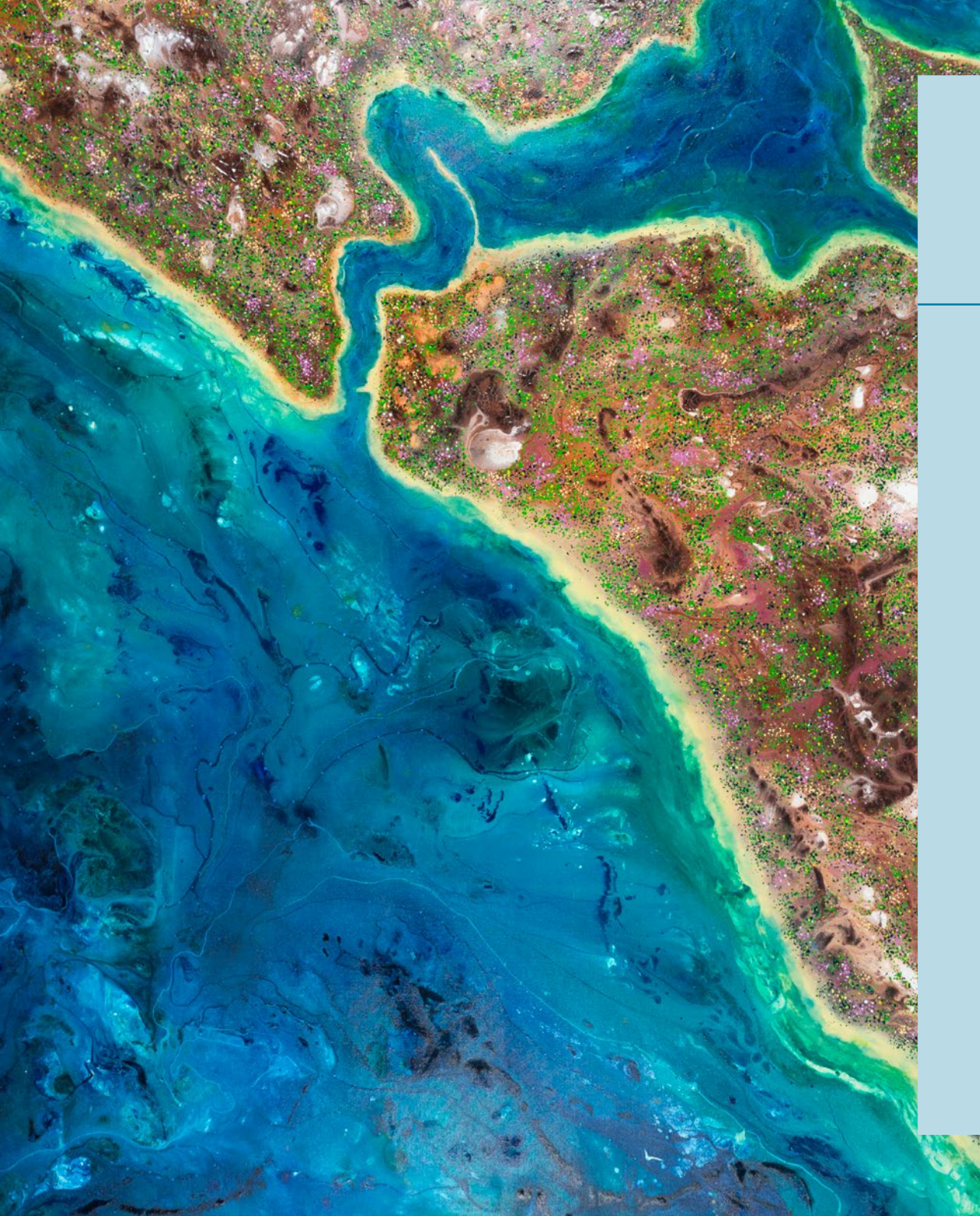


**Fremantle**  
PORTS



# Sustainability Approach

2025



*Fremantle Ports  
acknowledges the  
Noongar people as the  
traditional custodians  
of port land and waters  
and pays respect to their  
Elders past and present.*

**Artwork by** Bradley Kickett

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# Message from our CEO



**Jodie Ransom**  
Chief Executive  
Officer

I am pleased to introduce Fremantle Ports' 2027 Sustainability Approach, a significant milestone in our ongoing commitment to sustainability. Our approach supports our 2027 Strategic Plan, underlining our commitment to environmental stewardship, social and economic responsibility, and good governance.

Our approach has strong alignment with the sustainability priorities of the WA Government, including its commitment to transition to a net-zero economy by 2050.

To develop our approach, we have determined material sustainability topics with reference to global best-practice standards. We have also aligned our material topics to the United Nations Sustainable Development Goals (UN SDGs), emphasising our intent to contribute meaningfully to the broader global agenda.

Our approach will be subject to further review and refinement to ensure our efforts continue to align with our value-chain impacts and the evolving priorities of our stakeholders and the communities we serve. Our focus moving forward is to further integrate our approach with our Strategic Plan so that our material topics and sustainability initiatives are concurrently reviewed within our overall strategic program.

In the broadest sense, we understand sustainability means that future generations will enjoy the same environmental, social, and economic conditions that we enjoy today. Our ability to contribute to this goal is closely linked to how we plan, deliver, and operate the port assets required to accommodate Western Australia's growing population into the future.

Recognising the diverse interpretations and definitions of sustainability that exist across organisations, our approach will enable us to better define our unique sustainability risks and opportunities. As we embark on this transformative journey, I look forward to sharing our progress and achievements and invite you to join us in creating a more sustainable future.



Fremantle Ports' Inner Harbour is in close proximity to popular beaches and the communities of Fremantle and North Fremantle.

# Our company

Fremantle Ports is a government trading enterprise (GTE) owned by the Western Australian Government. Its purpose is to facilitate trade for a more prosperous Western Australia.

Fremantle Ports is responsible for the operation of Western Australia's largest general cargo port, comprising three precincts – North Quay and Victoria Quay adjacent to the City of Fremantle, and Kwinana Port which includes Kwinana Bulk Terminal and Kwinana Bulk Jetty as well as the CBH grain terminal and the bp and Alcoa jetties in Cockburn Sound.

The Port of Fremantle handles more than 99 per cent of Western Australia's container trade and is the fourth largest and one of the most efficient container ports in Australia, contributing \$44.5 billion in state-wide economic activity.

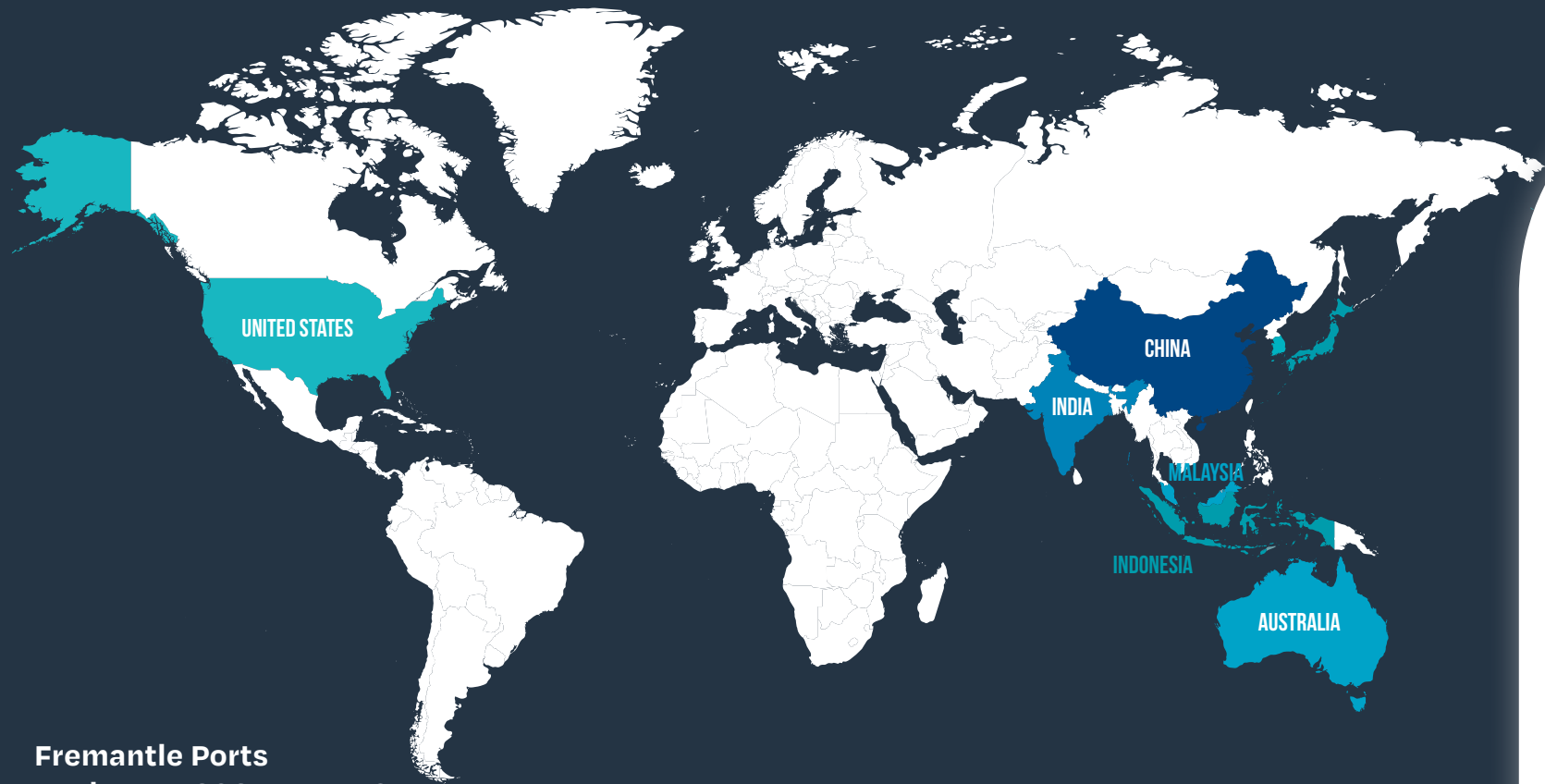
North Quay and Victoria Quay (east) also facilitate vehicle imports, cruise ships, non-containerised cargo such as machinery, steel, heavy equipment, livestock and scrap metal, as well as research, naval and specialist vessels or ships that are laid up. The heritage-listed Fremantle Passenger Terminal is owned and operated by Fremantle Ports and is one of two cruise terminals in Australia that can berth two large passenger ships simultaneously.

Kwinana Bulk Jetty and Kwinana Bulk Terminal, as components of Kwinana Port, handle bulk commodities including cement clinker, petroleum products, bitumen, fertilisers and sulphur. Kwinana Bulk Jetty and Kwinana Bulk Terminal are owned and operated by Fremantle Ports, while separate jetty facilities are privately operated by Alcoa, bp and CBH Group.

Fremantle Ports provides and maintains shipping channels in Gage Roads and Cockburn Sound, berths, navigation aids, seawalls and road and rail infrastructure within the port environs that allow port users to conduct their operations effectively.

Other services provided include pilotage, towage, ship monitoring and scheduling, berth allocation, mooring, port communications, security, hazardous cargo services, quarantine, waste disposal, property management, stevedoring, power distribution, lighting, and bulk terminal receipt and dispatch.

Fremantle Ports operates predominantly according to a landlord port model that is common worldwide, working hand in hand with private sector partners in the overall provision of port services. A modern port is a complex operation with significant logistical integration both within and outside of the port precinct. Such services provided by private-sector partners include container stevedoring, non-containerised and bulk-cargo stevedoring, towage, line boats, bunkering, shipping agencies, ship provisioning, road and rail transport, freight forwarding, customs clearance and fumigation. Fremantle Ports licenses various port services, including non-exclusive contracts with the private sector for towage and pilotage. Together, Kwinana Port, North Quay and Victoria Quay make up the three precincts that comprise the Port of Fremantle.



**18%**  
CHINA

**9%**  
INDIA

**7%**  
INDONESIA

**6%**  
MALAYSIA

**6%**  
AUSTRALIA

**3%**  
UNITED STATES

**Fremantle Ports  
Trade Map 2025 - Top 10**

	Location	Export (t)	Import (t)	Total Trade (t)	% of Total Trade
1	China	1,407,047	1,686,707	3,093,754	18%
2	India	237,873	1,349,095	1,586,968	9%
3	Singapore	81,379	1,169,069	1,250,448	7%
4	Indonesia	500,023	622,883	1,122,907	7%
5	Japan	814,092	333,429	1,147,521	7%
6	Malaysia	349,384	645,765	995,150	6%
7	Australia	753,660	233,222	986,881	6%
8	Korea Republic of	648,796	205,331	854,128	5%
9	Taiwan	70,788	454,690	525,478	3%
10	United States	46,469	477,821	524,290	3%
	Other	2,119,495	2,548,477	4,667,971	28%

# Strategic context and governance

Fremantle Ports launched our 2027 Strategic Plan in 2022, setting a clear direction for the next five years. The Strategic Plan has five pillars, including sustainability, which has been identified as a priority issue by our stakeholders and reflects the importance our people and our organisation places on environmental, social and governance (ESG) issues. Our Sustainability Approach complements and supports our Strategic Plan, allowing us to leverage the same mechanisms to measure, track and report on our sustainability performance.

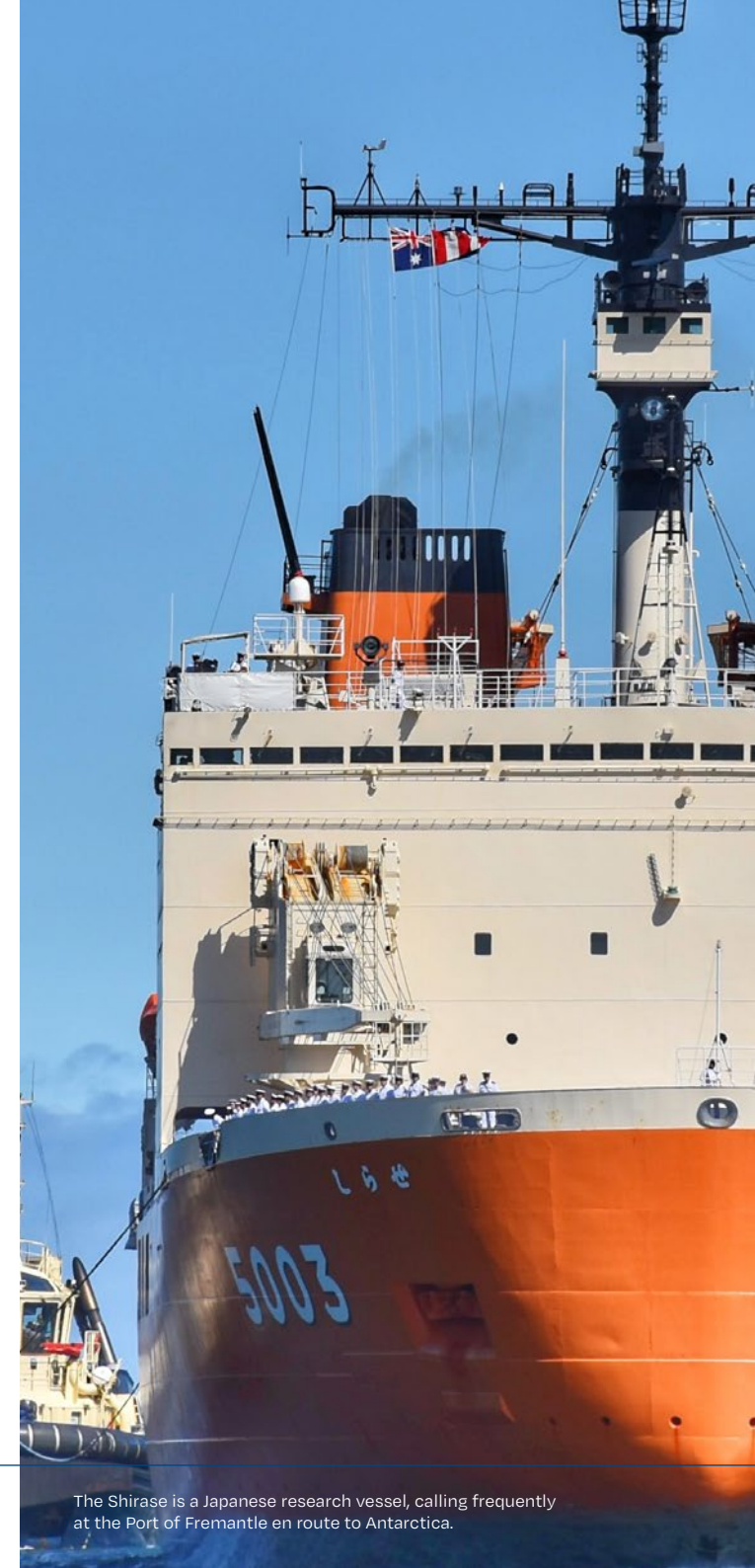
As one of Australia's most important maritime gateways, we are committed to the principles of good governance, accountability and transparency. Our People, Safety, Environment and Community Committee, overseen by the Board of Directors, monitors and approves our Sustainability Approach.

Our progress on sustainability initiatives will be included within the Fremantle Ports annual report.

Our Sustainability Approach defines what sustainability means in our unique business context and is aligned with the following Western Australian State Government policies:

- Greenhouse Gas (GHG) Emissions Policy for Major Projects 2019
- Supporting Continuous Improvement in ESG outcomes for WA 2021
- WA Climate Change Policy 2020
- WA Aboriginal Empowerment Strategy 2021-2029
- Waste Avoidance and Resource Recovery Strategy 2030
- WA Industry Participation Strategy 2020
- Workforce Diversification and Inclusion Strategy for WA Public Sector 2020-2025
- WA Procurement Rules and accompanying Environmental Protection guide
- WA State Infrastructure Strategy 2022

The Fremantle Ports governance structure for sustainability is pictured at Figure 1.



The Shirase is a Japanese research vessel, calling frequently at the Port of Fremantle en route to Antarctica.



### Authority

Fremantle Ports is a government trading enterprise (GTE) responsible to the Minister for Ports and established and managed under the *Port Authorities Act 1999* (the PA Act) and the *Government Trading Enterprises Act 2023* (the GTE Act).



### Board of Directors

The PA Act and the GTE Act vest responsibility for the strategic direction of Fremantle Ports in its Board of Directors, who are appointed by and responsible to the Minister for Ports.

#### Audit and Risk Committee (ARC)

ARC oversees the effectiveness of governance, internal audit and risk management, and control environments.

#### People, Safety, Environment and Community Committee (PSECC)

PSECC oversees the effective management of people, health and safety, the environment and community engagement. PSECC approves and works with ARC, RNC, the CEO and the Executive Leadership Team on relevant sustainability issues.

#### Remunerations and Nominations Committee (RNC)

RNC supports the Board in selecting and appointing the CEO, succession planning, retention, and the composition and performance of the Board.

#### Chief Executive Officer (CEO)

The Board appoints the CEO who is responsible for the day-to-day operations of the organisation. The CEO is supported by the Executive Leadership Team.

#### Executive Leadership Team

# Our commitments

## Our commitment to sustainability

Fremantle Ports will facilitate the port and supply chain to deliver positive environmental, social and economic outcomes for all. Together, we aspire to build a legacy that preserves our planet for generations to come.



## Our commitment to the UN SDGs

We support the global push for achievement of the United Nations Sustainable Development Goals (UN SDGs) by 2030 and have aligned our approach to them. This process helps us to identify where our business activities can impact each goal (either positively or negatively) and where we have the most opportunity to support their achievement.

By incorporating relevant SDGs into our Sustainability Approach, we aim to enhance Fremantle Ports' ability to create value for Western Australia, our local communities, and our stakeholders in the global maritime industry.

# Our sustainability journey

Fremantle Ports has been evolving our objectives and business strategy to incorporate sustainability since 2007, when we developed a Sustainability Framework and Business Principles for sustainable decision making. Through the 2000s we integrated sustainability into our strategies and organisational structure. In 2022, we published our 2027 Strategic Plan, which for the first time included sustainability as a foundational pillar.

In 2023, we engaged a sustainability consultant to review our sustainability journey and current approach to sustainability.

The project was divided into the following tasks:

01



### Maturity assessment and gap analysis

We completed a maturity assessment and gap analysis to identify our current and target state maturity across 15 sustainability areas. We benchmarked our maturity against 18 Australian ports and referenced the GRESB Infrastructure Asset Framework to identify areas for improvement. The assessment included a desktop review of our governance documents and processes related to sustainability.

02



### Materiality assessment

We conducted a materiality assessment to prioritise sustainability topics most relevant to our business activities and stakeholders from across our value chain. We extensively engaged internal and external stakeholders using both surveys and interviews. The final list of 10 material topics was prioritised using rankings calculated by an independent sustainability consultant.

03



### Set targets and initiatives

Based on the outcomes of the materiality assessment, we aligned existing targets and initiatives drawn from Fremantle Ports' 2027 Strategic Plan with the relevant material topics. We noted those topics for which targets and initiatives needed to be developed in future.

04



### Sustainability Approach development

We developed our Sustainability Approach to state our commitment to sustainability, address material sustainability topics, provide transparency relating to our targets and priorities, and align our efforts with stakeholder expectations.

# Our sustainability journey

## Materiality assessment

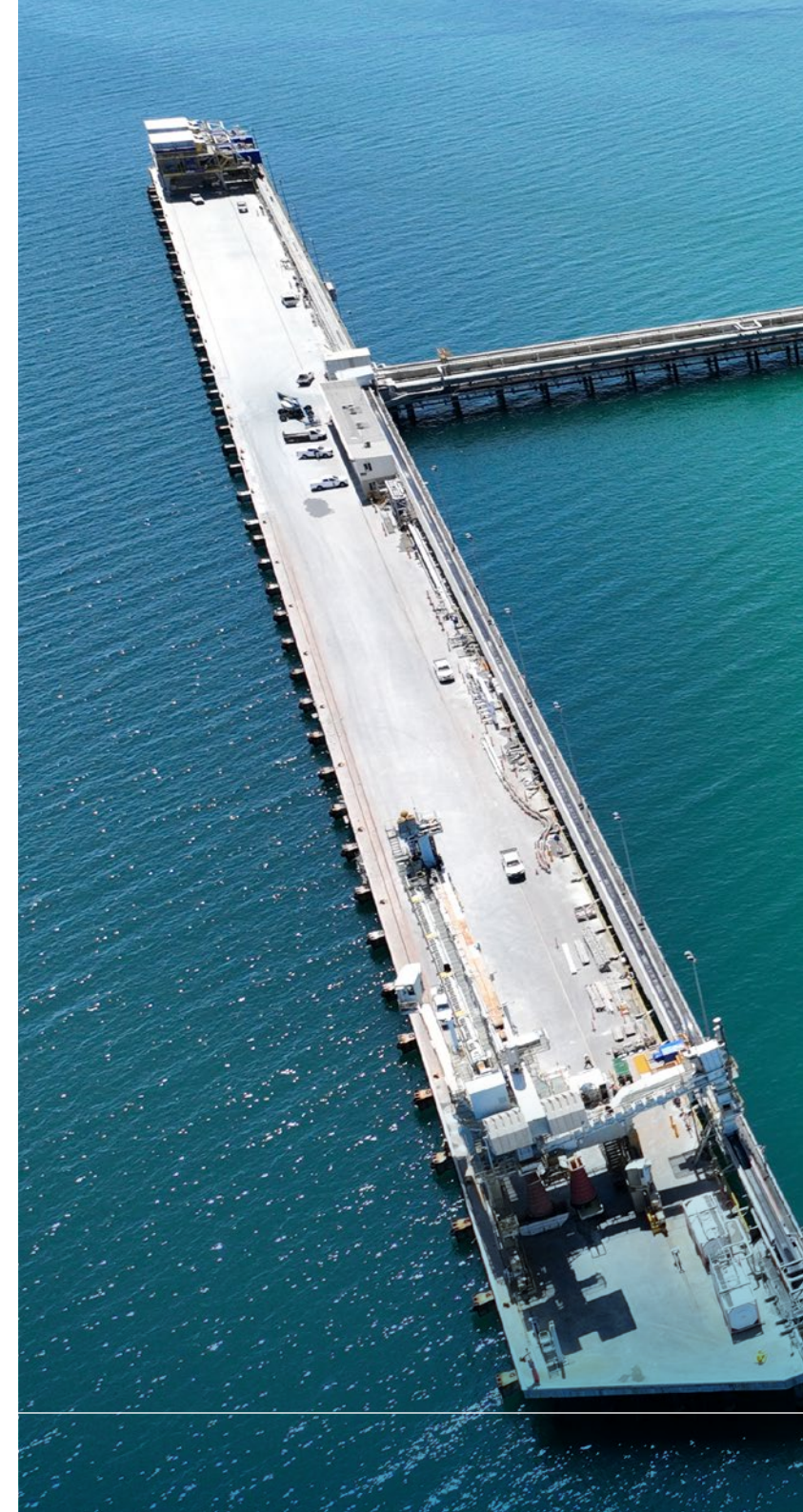
The purpose of our materiality assessment was to identify and prioritise sustainability impacts (both positive and negative) arising from Fremantle Ports' value chain. A long list of topics and their descriptions and impacts were defined and refined with general reference to:

- Port sustainability plans and reports from around Australia and the world
- The ESG maturity categories evaluated during the strategic gap analyses
- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD, 2017)
- Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation (WEF, 2020)

In accordance with leading international practice for conducting materiality assessments, we involved both internal and external stakeholders extensively in the materiality assessment process.

Stakeholders involved fell within the following categories:

- government agencies
- port users
- shipping lines
- transport operators
- tourism operators
- industry associations
- community members
- Traditional Owners
- suppliers
- Fremantle Ports' employees





# Our sustainability journey

## Material topics

The materiality assessment identified 10 material topics that fit under four key pillars:

People



Planet



Prosperity



Governance





## PEOPLE

### Employee mental and physical safety and wellbeing

Proactive management of physical and mental safety and wellbeing for Fremantle Ports' employees, partners and contractors.

### Public safety and community health and wellbeing

Planning and providing safe port assets and operations so that public safety is maintained.

### Engagement inclusion and culture

Building a culture that values diversity and puts inclusivity at the forefront of our leadership approach and way of working.

## GOVERNANCE

### Business ethics and integrity

Governance systems ensure that the organisation conforms with applicable laws and norms for good corporate behaviour.

### Stakeholder engagement

A robust process for identifying and selecting relevant stakeholders and proactively soliciting their input, including defining the frequency and method of engagement.

## PLANET

### Emissions reduction and climate adaptation

Actions to reduce GHG emissions that cause climate change including, for example, reducing energy use, improving energy efficiency, using renewable energy and offsetting residual emissions; and management of climate-related physical and transition risks and opportunities.

### Biodiversity and nature

Protecting and enhancing marine environmental quality, benthic habitats and communities, and biosecurity in port waters.

### Waste and circular economy

Minimising emissions, discharges, pollution and waste, while maximising efficiency and reuse of materials.

## PROSPERITY

### Heritage

Protecting and enhancing the heritage values of the lands and waters in which the port operates. Includes indigenous and non-indigenous heritage inherited from past generations, and which helps define our identity, what we value and what we must protect in future.

### Employment and wealth generation

Creating significant economic value for employees, government and wider society through job creation and investing in the productive capacity of the economy.

# People

## Our approach

### Community Investment Program

Fremantle Ports has built a strong reputation for being a trusted partner with local communities. By way of sponsorship and in-kind assistance, we have supported hundreds of projects and activities through our Community Investment Program. In the 2023-24 financial year alone, we supported 35 community organisations or initiatives that aligned with one or more of our four areas of focus:

- Community enrichment
- Education
- Environmental leadership
- Arts and culture

### Marine Pilot Transfers

Fremantle Ports continued its zero-tolerance enforcement process for safe marine transfers, conducting strict checks prior to assigning a pilot to each commercial vessel calling at the port. Ships' compliance with expiry date requirements for pilot ladders and man-ropes has been a major area of focus. The safety criteria enforced are higher than industry standards, based upon studies and statistics from ships calling at the port. Fremantle Ports continues to actively work with industry organisations including the Australian Maritime Safety Authority, Ports Australia, Association of Resource Companies, ship operators, ports and terminals, Australasian Marine Pilots' Institute, flag states and classification societies to further improve pilot transfer safety.

### Employee mental and physical safety and wellbeing

Fremantle Ports has a legislative responsibility not to cause harm to its employees and staff. The proactive management of physical and psychological safety and wellbeing for Fremantle Ports employees, partners and contractors is of paramount importance.



# Action plan

Employee mental and physical safety and wellbeing

	Metric	Baseline	Target	Timeframe	UNSDGs
1	Total Recordable Injury Frequency Rate (TRIFR / mil hours)	27.6 at Jun 2021	≤ 3	Jun 2027	
2	Number of fatalities	0 at Jun 2021	0	Annually	3, 8
3	Level of safety management maturity (compliant, leading, resilient) <sup>1</sup>	Compliant at Dec 2023 (average of factors)	Leading	Jun 2027	

<sup>1</sup> Assessed using The Forge Works blueprint for improving the safety of work (2020)

## Our Initiatives

Continue to implement our fatality prevention program. This program comprises initiatives including the identification and control of critical safety risks, deployment of a Health Safety Environment field book focused on high-risk activities and a review of operational risk assessments to confirm safety risks have been reduced so far as is reasonably practicable (SFARP).

Implement Navigate Wellbeing program focused on promoting a healthy workplace via a 'total care' approach for work- and non-work-related injuries or illnesses. Navigate emphasises prevention to help minimise our need for early intervention and treatment.

# People

## Public safety and community health and wellbeing

Public safety is important to our community and to our people. Planning and providing safe port assets and operations so that public safety is maintained is a key theme within our Safety Strategy 2023-27.

Fremantle Ports is focused on providing positive impacts and reducing negative impacts of port activities on the local community. This is a vital component of Fremantle Ports' ongoing social licence to operate. Emissions, traffic and other operational activities can negatively impact the community, especially in proximity to Inner Harbour operations.



# Action plan

Public safety and community health and wellbeing

	Metric	Baseline	Target	Timeframe	UNSDGs
1	% Community satisfaction	62% at Jun 2021	≥80%	Jun 2027	3, 11,17
2	Number of injuries to the public notifiable to WorkSafe	0 at Jun 2021	0	Jun 2027	

**Our Initiatives**

Develop and implement a Strategic Community Plan to guide Fremantle Ports' engagement with local communities and to address priority community issues.

Friends of Fremantle Volunteer Program to promote community connection with our volunteer group and the broader community.

Active engagement of key stakeholders to develop a comprehensive public safety plan to identify key risks, how they can be controlled and who is accountable for action.



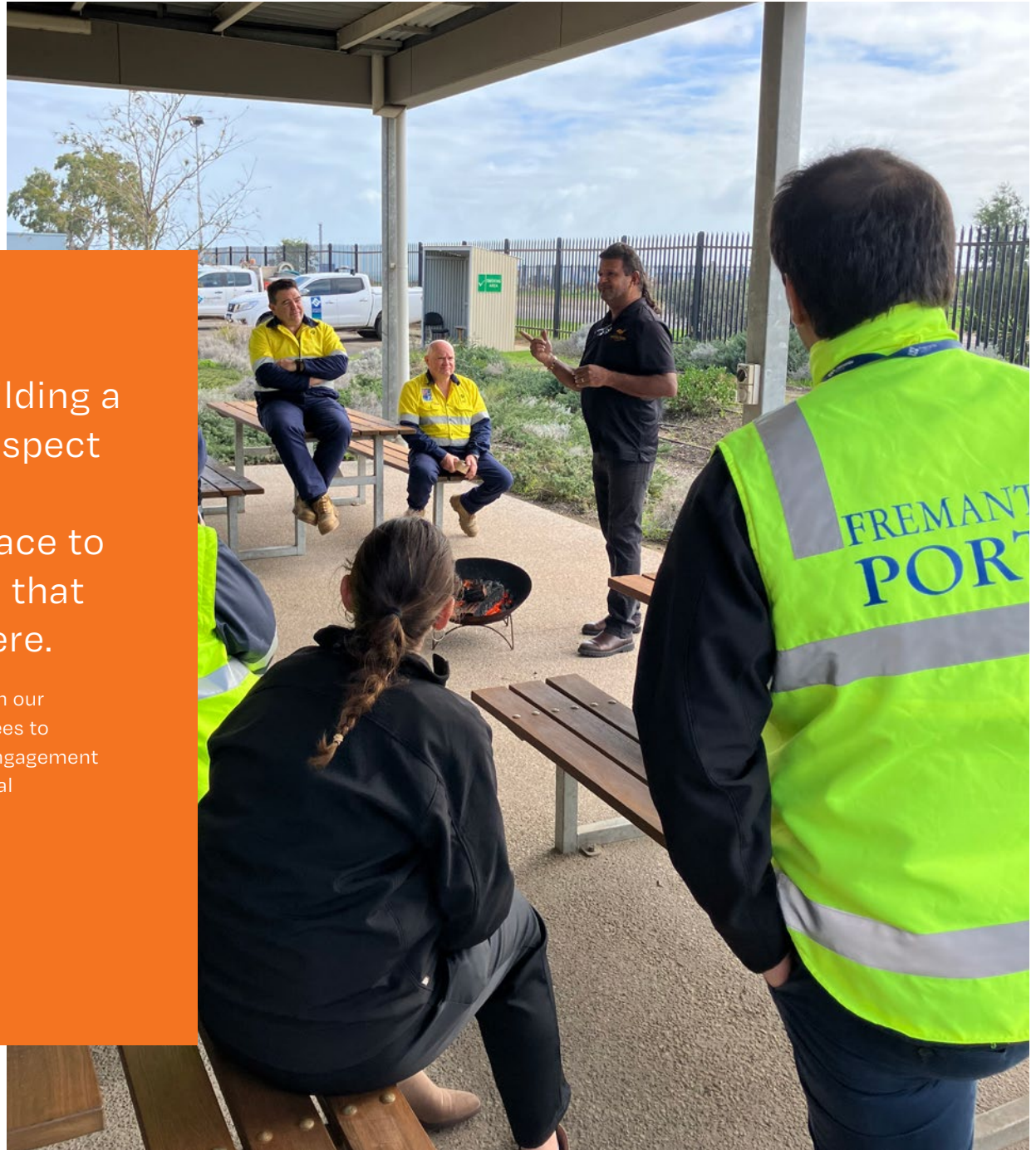
The annual Fremantle Ports Harbour Master Classic fun run is in its fifth year and is a much-loved community event.

# People

## Engagement, inclusion and culture

Fremantle Ports is focused on building a culture of inclusion, equity and respect where employees feel valued and accepted. We aim to be a great place to work with high performing teams that are engaged and proud to work here.

We know that building on our values-based culture will underpin our ability to provide a positive experience by enabling our employees to contribute to our success. Our people strategy encompasses engagement and enablement, a commitment to leadership and organisational capability development.



# Action plan

Engagement, inclusion and culture

	Metric	Baseline	Target	Timeframe	UNSDGs
1	% Employee engagement	48% at Jun 2024	60%	Jun 2027	5, 8, 10, 17
2	People who self-identify as Aboriginal or Torres Strait Islander	New metric	≥12	Jun 2027	

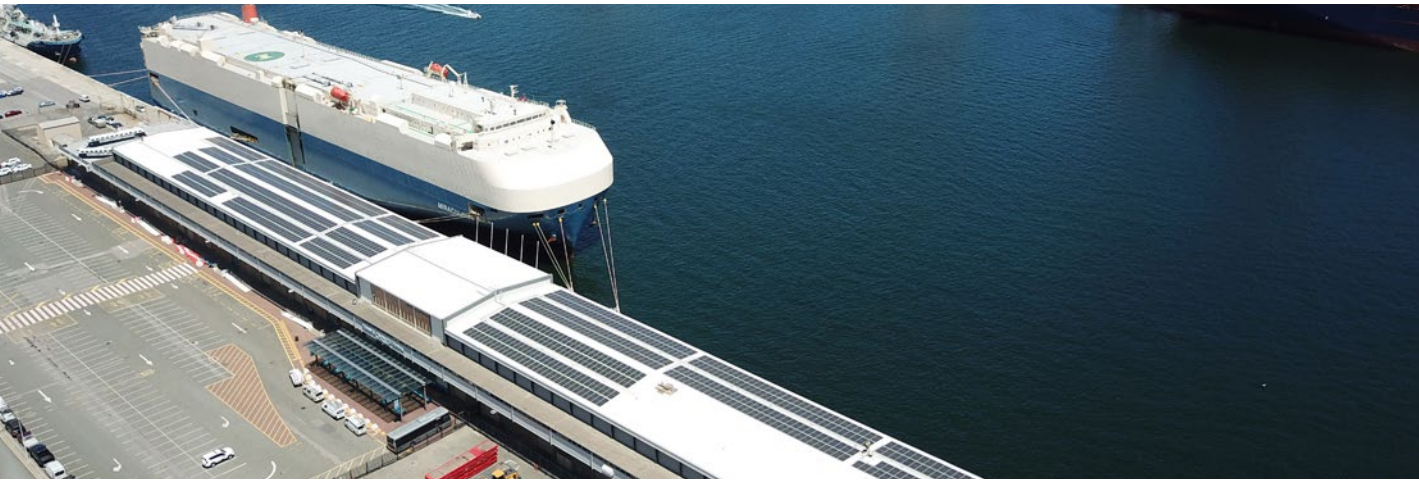
Our Initiatives
<p>Develop an Inclusion and Culture plan that incorporates Fremantle Ports' values, culture and innovation.</p> <p>Develop a Leadership Development program to develop capabilities aligned to our leadership framework and Engagement and Inclusion approach.</p> <p>Support employee development including the design and implementation of our Leadership and Executive development program and the development of organisational capability frameworks to support role clarity, performance and the internal promotion of talent.</p>



An Inclusion and Culture initiative: Fremantle Ports' EmpowHer committee with female Board members and current and former CEOs.

# Planet

## Our approach



### Fremantle Passenger Terminal Solar Array

A 500kW solar array was installed on the roof of the Fremantle Passenger Terminal at Victoria Quay in 2023. The solar array generates approximately 836MWh of electricity every year, or 15 per cent of Victoria Quay's energy needs. It provides for 65 per cent of Fremantle Ports' Administration Building's energy needs or 100 per cent of the energy needs of the passenger terminal when it is required for cruise ships. The Passenger Terminal solar array is a significant initiative that supports Fremantle Ports' commitment to reducing scope 1 and 2 emissions by 80% below 2020 levels by 2030.

### Marine Quality Monitoring Program

Fremantle Ports has had a voluntary Marine Quality Monitoring Program (MQMP) in place since August 2001. The objective of the MQMP is to monitor potential environmental impacts associated with port-related activities. It comprises a single annual summer survey, with sampling undertaken across the Port of Fremantle, and fortnightly sampling undertaken by the Department of Biodiversity, Conservation and Attractions at a sub-set of sites located in the Inner Harbour. Sampling and analysis includes water quality, sediment quality and mussel tissue quality.

### Emissions reduction and climate adaptation

Fremantle Ports is committed to reducing scope 1 and 2 emissions by 80% below 2020 levels by 2030.

Ensuring climate-related physical and transition risks and opportunities are well managed is critical to ongoing efficient and effective operations as well as the safety of Fremantle Ports' staff and port users.



# Action plan

## Emissions reduction and climate adaptation

	Metric	Baseline	Target	Timeframe	UNSDGs
1	Emissions of scope 1 and 2 greenhouse gases Tonnes (tCO <sub>2</sub> e-)	9,347 at Jun 2020	1,869	Jun 2030	7, 12, 13, 17

**Our Initiatives**

Develop and implement an Emissions Reduction Plan. This plan will drive our transition to Net Zero scope 1 and 2 emissions and includes ongoing review of our targets, implementation of key GHG data and reduction initiatives, and governance and reporting activities.

Develop a Climate Adaptation Plan to manage climate-related risks and opportunities and to ensure the ongoing provision of reliable and climate-resilient port operations that serve the community.

CAUTION LOW CLEARANCE 2.7m



We replaced four conventionally fuelled vehicles with electric vehicles in 2024.

# Planet

## Biodiversity and nature

Fremantle Ports recognises that protecting and enhancing environmental biodiversity and habitat is critically important.

We understand that port infrastructure developments, dredging, and port operations have the potential to adversely impact the marine environment, including through the introduction of marine pests and spills.

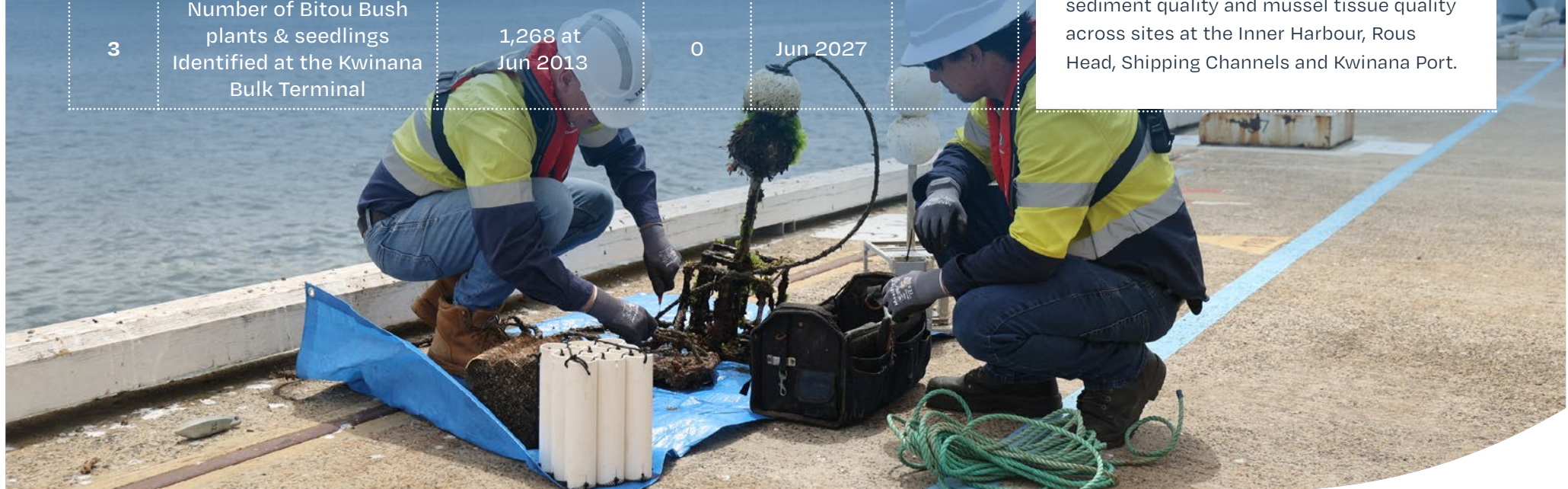
As trade activity increases to service a growing population, there is an increased risk that ships and cargo moving through the port will introduce invasive weeds, insects or diseases that could negatively impact native flora and fauna, agricultural resources, and social amenity.



# Action plan

## Biodiversity and nature

	Metric	Baseline	Target	Timeframe	UNSDGs	Our Initiatives
1	Number of marine biosecurity surveillance monitoring rounds	2 at Jun 2021	2	Annually		<p>Build an environmental database to support informed environmental assessment and decision making in relation to port planning and infrastructure projects.</p> <p>Implement an annual Marine Quality Monitoring Program (MQMP) comprising sampling and analyses of water quality, sediment quality and mussel tissue quality across sites at the Inner Harbour, Rous Head, Shipping Channels and Kwinana Port.</p>
2	Number of marine water, sediment and mussel quality monitoring rounds	1 at Jun 2021	1	Annually	11, 12, 14, 15, 17	
3	Number of Bitou Bush plants & seedlings Identified at the Kwinana Bulk Terminal	1,268 at Jun 2013	0	Jun 2027		



# Planet

## Waste and circular economy

Minimising emissions, discharges, pollution and waste, while maximising efficiency and reuse of materials is particularly relevant for Fremantle Ports over the coming five years as we plan to maintain and rebuild more sustainable infrastructure.

 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>13 CLIMATE ACTION</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>
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# Action plan

## Waste and circular economy

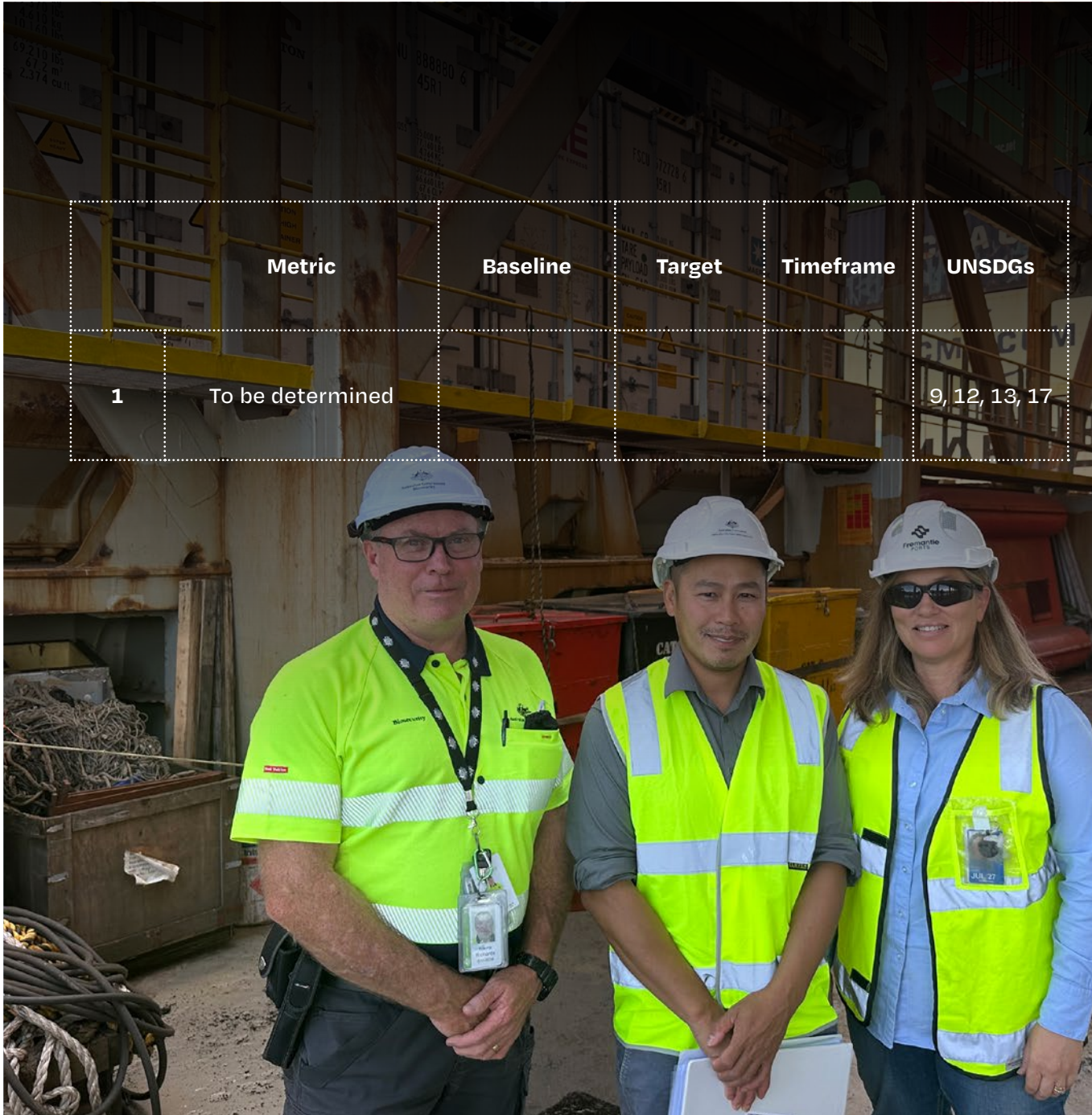
Metric	Baseline	Target	Timeframe	UNSDGs
1	To be determined			9, 12, 13, 17

**Our Initiatives**

Develop a Circular Economy and Waste Action Program to support Australia's Circular Economy Framework 2024 and the WA Waste Avoidance and Resource Recovery Strategy and Action Plan 2030.

Facilitate recycling of offloaded segregated materials from visiting cruise ships to maximise resource recovery while ensuring biosecurity standards are maintained.

Work with stakeholders to divert biosecurity waste from deep burial landfill to Waste-to-Energy facilities.



Fremantle Ports Senior Environmental Advisor and Churchill Fellow Rebecca James with representatives from the Department of Agriculture, Fisheries and Forestry and Australian Maritime Safety Authority during maritime recycling trials.

# Prosperity

## Our approach

### Employment, innovation and social investment

The UN's 2030 Agenda for Sustainable Development identifies prosperity as an area of critical importance. Decent employment, innovation, creating shared value and equitable growth are value drivers for Fremantle Ports which bring both economic and social prosperity. Fremantle Ports creates significant economic value for employees and wider society through careful port planning, asset investment, job creation, and innovation.

Financial year 2023-24 outcomes supporting economic and social prosperity included:

- 372 people employed directly by Fremantle Ports, plus approximately 6,000 indirectly.
- Total benefits to paid to employees including wages, salaries and pensions was \$62,503,000.
- 35 local community organisations or initiatives supported through our Community Investment Program.
- Payments returned to government, available for reinvestment into society was \$35,653,000 (includes income tax, land tax, emergency services levy, local government rates, payroll tax).
- Total capital investment utilised to support facilitation of efficient and reliable trade into Western Australia was \$83,319,000.
- A revised trade forecast was established which now forms the foundation for our major capital investment and sustaining works programs.

### Reconciliation Action Plan (RAP)

Fremantle Ports launched its Reflect RAP in June 2023 after its endorsement by Reconciliation Australia. Developing opportunities for Aboriginal and Torres Strait Islander peoples was a goal of the RAP, enhancing employment, procurement, and professional development for a more inclusive workforce.

The Reflect RAP has been successfully rolled out with over 50 actions completed including:

- Rollout of the Fremantle Ports Indigenous Ranger Training opportunity, in partnership with the Whadjuk Aboriginal Corporation.
- Proactive engagement with Aboriginal and Torres Strait Islander suppliers on current and future opportunities.
- Launch of the Fremantle Passenger Terminal's 'Indigenous Welcome Statement' by Whadjuk, Ballardong and Arnernte woman and Indigenous artist, Jade Dolman.

Fremantle Ports has commenced development of our second "Innovate" RAP which aims to build stronger partnerships and create more meaningful opportunities contributing to the social and economic prosperity of Aboriginal and Torres Strait Islander people.

### Employment and wealth generation

In fulfilling its purpose, Fremantle Ports creates significant economic value for employees, government and wider society through job creation and investment in the productive capacity of the economy, which in turn contributes to better living standards and wealth creation. Strong economic prosperity drives a more educated workforce and higher workforce productivity resulting in income generation.

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



17 PARTNERSHIPS FOR THE GOALS



# Action plan

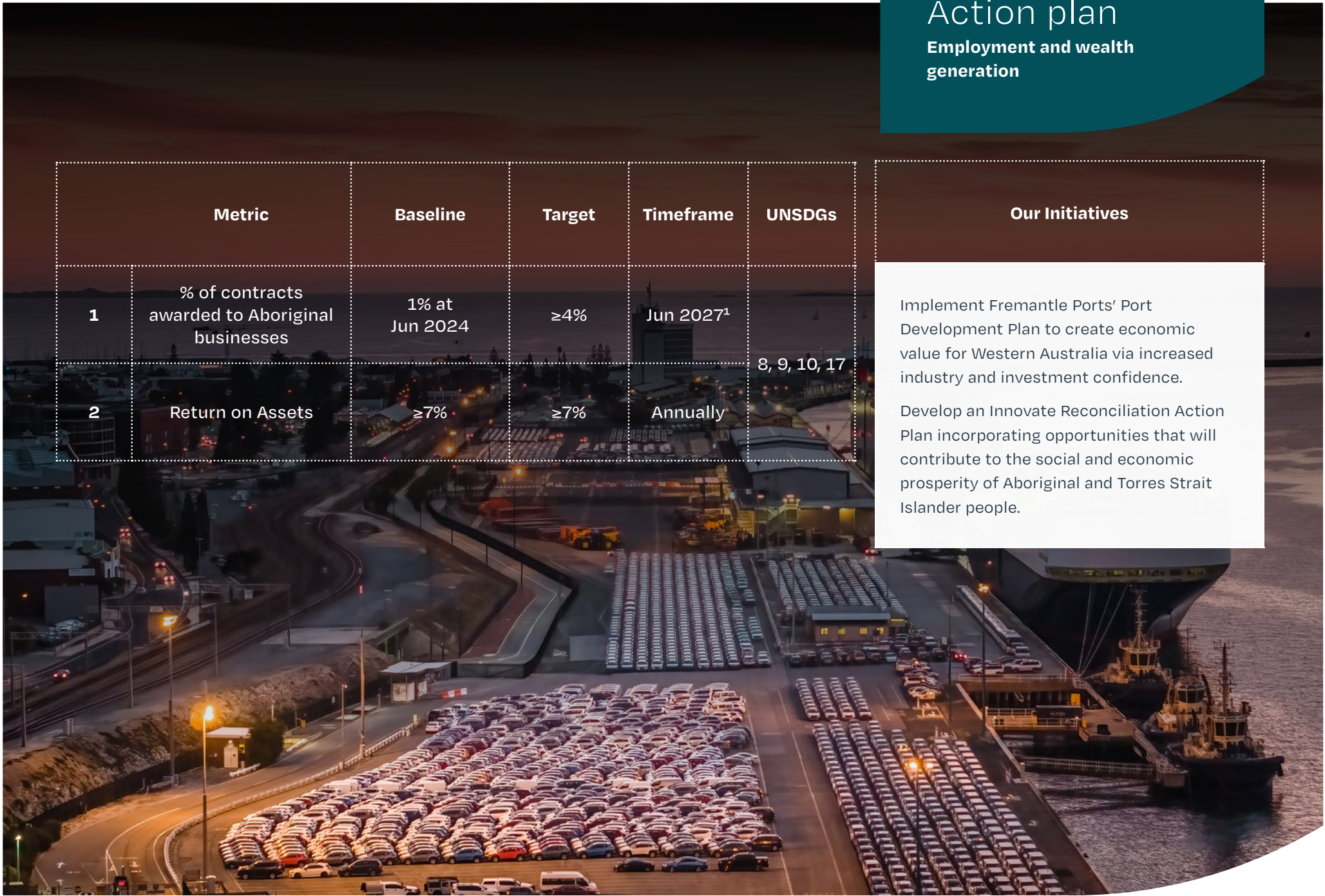
## Employment and wealth generation

	Metric	Baseline	Target	Timeframe	UNSDGs
1	% of contracts awarded to Aboriginal businesses	1% at Jun 2024	≥4%	Jun 2027 <sup>1</sup>	8, 9, 10, 17
2	Return on Assets	≥7%	≥7%	Annually	

**Our Initiatives**

Implement Fremantle Ports' Port Development Plan to create economic value for Western Australia via increased industry and investment confidence.

Develop an Innovate Reconciliation Action Plan incorporating opportunities that will contribute to the social and economic prosperity of Aboriginal and Torres Strait Islander people.



# Prosperity

## Heritage

Fremantle Ports is focused on protecting and enhancing the heritage values of the lands and waters in which it operates. This includes Indigenous and non-Indigenous heritage inherited from past generations, which helps define our identity, what we value and what we must protect in the future. Port land and waters are culturally significant, and we must be aware of this in all operations and decision making.



# Action plan

## Heritage

	Metric	Baseline	Target	Timeframe	UNSDGs
1	% of new staff who have completed cultural awareness training	New metric	100% ≤3 months	Jun 2027	11, 17
2	% of existing staff who have completed cultural awareness training	New metric	100% ≤3 years	Jun 2027	

**Our Initiatives**

Develop a Victoria Quay Waterfront Development and Activation Strategy incorporating heritage values to realise the potential of Victoria Quay.

Develop an Innovate Reconciliation Action Plan which incorporates Indigenous heritage into the goal areas of Relationships, Respect, Opportunities and Governance.

# Governance

## Our approach

### Modern slavery actions

As a government trading enterprise in Western Australia, Fremantle Ports is required to report under the *Modern Slavery Act 2018 (Cth)* by submitting a Modern Slavery Statement.

In 2023-24, a comprehensive review of our 2019-20 Modern Slavery Risk Assessment was undertaken.

Our key modern slavery risks are related to procurement and contracting and seafarer welfare. Actions we have implemented to address modern slavery risks include:

- Tender packages updated to request information regarding tenderers' procedures used to mitigate the risk of modern slavery.
- Modern slavery questionnaires were also issued to high volume or value suppliers, with responses now collated and reviewed.
- Continued commitment to seafarers through direct financial support of the Flying Angels via our Community Investment Program.
- Personnel from the Fremantle Ports Harbour Master's Office conducted a number of routine inspections of ships in port during the year, which included a review of crew welfare.

### Embedding a culture built on integrity

Our Code of Conduct and integrity framework underpin our approach to preventing misconduct, fraud and corruption, and promoting a culture of integrity. Our Code is consistent with section 21 of the PA Act and outlines the standards of behaviour we expect from everyone who works for Fremantle Ports, regardless of role or location. It applies to all directors, employees, contractors, volunteers and our suppliers. Our Code and online training module were reviewed and updated this year. Section 23 of the PA Act requires our Board to report to the Minister on compliance with our Code by our people. This report is submitted at the same time as Fremantle Ports' annual report. We also report annually to the Public Sector Commissioner about the integrity and conduct of our people.

### Business ethics and integrity

Fremantle Ports is committed to developing a culture built on integrity where all our decisions and actions are grounded in what is legal and ethical. We will continue to promote proper process, accountability, transparency, and responsiveness across all levels of the organisation, in our relationships with government and into the supply chain through controls such as ethical procurement.



# Action plan

## Business ethics and integrity

	Metric	Baseline	Target	Timeframe	UNSDGs
1	% of new staff who have completed Code of Conduct training	New metric	100% ≤3 months	Annually	8, 10, 16
2	% of existing staff who have completed Code of Conduct training	New metric	100% ≤3 years	Annually	

**Our Initiatives**

Refresh our Governance Risk and Compliance Strategy (GRC Strategy) to enhance and sustain a proactive GRC- aware culture.



Linking Community Investment and Modern Slavery actions, Fremantle Ports is proud to sponsor the 700 Christmas hampers packed for the seafarers calling at the Port of Fremantle during the Christmas week.

# Governance

## Stakeholder engagement

Fremantle Ports works with a range of Western Australian Government departments and agencies to facilitate trade for a more prosperous Western Australia.

We also require ongoing support from communities near the port and work in close partnership with our customers, supply chain partners and non-supply chain tenants who contribute to the efficient and reliable facilitation of trade.

Fremantle Ports understands the importance of effective stakeholder engagement to strengthen accountability, build trust and deliver sustainable outcomes for all parties.

Effective stakeholder engagement includes robust processes to identify relevant stakeholders and proactively seek their input through a range of communication channels.

By understanding stakeholder priorities, Fremantle Ports can make informed decisions on key topics to the benefit of all parties.



# Action plan

## Stakeholder engagement

	Metric	Baseline	Target	Timeframe	UNSDGs	Our Initiatives
1	% Stakeholder satisfaction	100% at Jun 2024	≥80%	Jun 2027	17	Develop and implement a customer strategy. This will include development of customer value trees, customer segmentation (including direct and indirect), and stakeholder engagement plans, informed by our North Quay, Victoria Quay, and Kwinana Port operations.
2	% Customer satisfaction	49% at Jun 2024	≥80%	Jun 2027		

# Related policies, strategies and plans

Supporting Strategy/Plan	Employee mental and physical safety and wellbeing	Public safety and community health and wellbeing	Heritage	Engagement, inclusion and culture	Stakeholder engagement	Emissions reduction and climate adaptation	Biodiversity and nature	Waste and circular economy	Employment and wealth generation	Business ethics and integrity
Strategic Plan 2027	X	X		X	X	X			X	
People Strategy	X			X					X	
Strategic Community Plan		X	X		X				X	X
Safety Strategy	X	X								
Environment Strategy		X	X	X	X	X	X	X		
Reconciliation Action Plan		X	X	X	X				X	
Port Development Plan		X	X		X	X	X	X	X	X
Asset Management Policy	X	X	X			X	X	X	X	
Strategic Asset Plan	X	X	X		X	X	X	X	X	
Code of Conduct Policy	X			X						X
Conflict of Interest Policy	X			X						X
Modern Slavery Statement										X
Governance Risk and Compliance Strategy	X			X						X



Inner Harbour, North Quay Fremantle.







1 Cliff Street Fremantle Western Australia 6160

T +61 8 9430 3555 | F +61 8 9336 1391

E [mail@fremantleports.com.au](mailto:mail@fremantleports.com.au)

[www.fremantleports.com.au](http://www.fremantleports.com.au)

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