

Strategy 2030

Positioning Port Authority
of NSW for the next five years

February 2026



Acknowledgement of Country

Port Authority of New South Wales acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, one of the oldest continuing cultures in the world.

We pay respect to Elders past and present and commit to respecting the many lands and waters where we work, in Yamba, Newcastle, Sydney, Port Botany, Port Kembla and Eden. We also pay respect to our Aboriginal and Torres Strait Islander colleagues.

We pay tribute to the diversity of Aboriginal and Torres Strait Islander peoples, their cultural and spiritual connection, and their customs and practices. Port Authority celebrates the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to this Country and acknowledge their continuing custodianship of the land, waters and sky.

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1. Introduction

Port Authority of NSW has redefined its strategic direction for the next five years through Strategy 2030.

FY25 marked the final year of our Strategic Plan 2020–2025, which guided the organisation through a period of consolidation and growth. Building on this foundation, Strategy 2030 commences in FY26 and sets the overarching framework to strengthen the organisation, guide the development of annual strategic initiatives, and deliver benefits for NSW.

The strategy defines our objectives informed by our statutory obligations, industry trends, stakeholder expectations and broader government priorities, with a continued focus on risk management and business continuity. While our direction has evolved to respond to a changing operating environment, our core business remains central to our purpose.

Strategy 2030 provides a roadmap to maximise Port Authority’s performance for our people, shareholders, and stakeholders, including our customers and ultimately the people of NSW.

1.1 Sections within Strategy 2030

The structure of Strategy 2030 covers our foundational direction and obligations, analyses, our current situation and major themes, defines focus areas, ambitions and metrics, stakeholder benefits, and the role of sub-strategies and our implementation approach for delivery.

| | | | | |
|---|--|--|--|---|
| <p>Section 1 Introduction</p> <ul style="list-style-type: none"> – About Strategy 2030 – Structure – CEO Perspective – Our Role – Our Stakeholders | <p>Section 2 Foundation</p> <ul style="list-style-type: none"> – Our Direction 2025-30 – Pillars – Our Obligations <ul style="list-style-type: none"> a Legislation b Ministerial Expectations | <p>Section 3 Analysis</p> <ul style="list-style-type: none"> – Policy Imperatives – Service Demand – Themes & Trends – Completion of Major Projects – Risk Management | <p>Section 4 Outcomes</p> <ul style="list-style-type: none"> – Five Focus Areas – Ambitions – Metrics – Stakeholder Benefits | <p>Section 5 Delivery</p> <ul style="list-style-type: none"> – Implementation Framework – Sub Strategies – Partnering Approach – Measurement and Review |
|---|--|--|--|---|

1.2 CEO Perspective

I’m delighted to introduce Strategy 2030, a guide for our direction over the next five years. This includes support for wider Government objectives, a focus on service delivery to grow trade and tourism, while adopting a community minded approach. It also covers sustainability in the form of both environmental stewardship and financial performance.

Our organisation is set for change – inevitable change in the external environment, and change which leads to drawing on the current strengths of the organisation with a view to maintaining performance in core operational areas, while identifying areas of opportunity to lift and expand.

Strategy 2030 also considers the primary risks facing our organisation and the factors which have the most potential to disrupt our capacity to meet not only organisational objectives, but stakeholder and customer expectations.

Although Port Authority is more than its people - it’s the infrastructure we hold, the legislative environment we occupy and the influence we have beyond the organisation - the execution of this Strategy is inextricably linked to the dedication and commitment of our people.

Strategy 2030 is a guide for our people to strive for best practice in service delivery, support Government, and protect NSW’s supply chain through an unwavering commitment to each other, our safety and efficiency, while embracing the Values of Care, Accountability, Integrity, Collaboration and Safety.

A key outcome of Strategy 2030 is the definition of five focus areas, as shown below. These focus areas, along with twelve ambitions and associated metrics will be used to review our progress. Together these provide a picture of our aspirations to 2030.

I’ve listened intently since my appointment to the CEO role in early 2025, and I’m pleased to have heard both a common voice and a diversity of views. Strategy 2030 crystallises a direction we can all get behind, and I very much look forward to the journey of leading Port Authority on this path.



John McKenna
Chief Executive Officer

Five focus areas



1. Introduction

1.3 Our Role

Port Authority of NSW manages the navigation, security and operational safety needs of commercial shipping in Sydney Harbour, Port Botany, Newcastle Harbour, Port Kembla, Eden and Yamba. Integral to coastal communities, our ports shaped our past, support our present and create our future. Some highlights of the role we play in NSW include:

| | |
|---------------------------|---|
| Cruise and Tourism | we welcome over 300 cruise ships to NSW every year, generating nearly \$4 billion for our economy, supporting over 12,000 jobs ¹ . |
| Commercial Trade | we provide on water services for over 5,000 trade vessels visiting our ports every year, supporting over 100,000 jobs and protecting over \$20 billion in Gross State Product. ² |
| Port Tenancies | our properties are home to around 60 tenants including functions to support the marine and cruise industry, and economic trade, and the supply chain for every household in NSW. |
| Port Safety | with responsibility for port safety functions, we are the lead agency for responses to multiple maritime incidents in NSW coastal waters. |

1.4 Our Stakeholders

Port Authority has a diverse set of stakeholders, with differing needs but a common overlapping goal in the support of trade and tourism.

| Stakeholders | How We Provide Support |
|--|--|
|  NSW Government | <ul style="list-style-type: none"> – delivery of obligations stated under the State-Owned Corporations Act – pursuit of broader policy objectives via a Ministerial Statement of Expectations – delivery of dividends which help underpin the delivery of important services |
|  Our Customers | <ul style="list-style-type: none"> – efficient on-water services, particularly pilotage and navigation – terminals which improve the customer experience for cruise passengers – precincts supporting tenants working in trade related operations and hospitality |
|  Our Communities | <ul style="list-style-type: none"> – listening to, and understanding community needs – Mitigation measures to reduce impacts of port operation – programs and sponsorships for community groups and seafarers |
|  Federal Government | <ul style="list-style-type: none"> – port security and oversight – resilient and efficient ports supporting national trade and economic growth – to national economic and tourism outcomes |
|  Adjacent Business | <ul style="list-style-type: none"> – critical part of the supply chain for business across NSW – cruise and port capacity to grow passenger numbers, trade and the tourism economy – property activation and events to grow hospitality and the night-time economy |
|  Our Industry Partners | <ul style="list-style-type: none"> – educational and research partnerships to drive sustainability and economic outcomes – not for profit partnerships to support community objectives |
|  Our Suppliers | <ul style="list-style-type: none"> – primary or sole customer for many specialised port related services – precinct activation creating new opportunities – robust procurement practices that support economic, environmental and social outcomes |
|  Our People | <ul style="list-style-type: none"> – training and skills development noting our required skillsets are critically important – continually improving safety management and adoption of advanced technology and process – defining clear values and building a culture that supports our employee value proposition |

Strategy 2030 is focused on enabling our stakeholders for mutual benefit – for our ports, communities, customers and the State.

1. 2024/25 The Value of Cruise Tourism, CLIA: <https://www.cruising.org.au/Regulatory/Research-and-Reports>

2. State of Trade 2024, Ports Australia: <https://www.portsaustralia.com.au/state-of-trade>

2. Foundation

2.1 Our Direction 2025-30

As a first step to Strategy 2030 we revised our Purpose, Vision, Pillars and Values to create “Our Direction 2025-30”.

Our Direction 2025-30 is a summary of our strategic intent. It signals a refreshed direction for Port Authority, aligned with broader Government priorities and driven by a renewed focus on service delivery, environmental and financial sustainability, and inclusive engagement with all stakeholder groups – including our customers, communities and people.

The development of Our Direction has been shaped by extensive consultation. The three pillars of Service, Community and Sustainability are the primary drivers of our direction, defined in more detail in 2.2 Pillars.

The five values are central to our focus on embedding a culture we are proud of.

Purpose
 Keeping the ports of NSW safe, efficient and open to the world


Vision
 Growing trade and tourism in NSW

Values

| | | | | |
|---|--|---|---|---|
| <p>Care</p> <p>We put people and the environment at the heart of everything we do.</p> | <p>Accountability</p> <p>We own our actions and deliver on our commitments.</p> | <p>Integrity</p> <p>We uphold what’s right, building trust through action.</p> | <p>Collaboration</p> <p>We’re stronger together - our ports, our people, our partners.</p> | <p>Safety</p> <p>Safety is a responsibility for myself and others.</p> |
|---|--|---|---|---|

2.2 Pillars


We have three pillars at the core of Our Direction. These are the primary drivers of our strategy, each with a clear definition and a high-level objective.



Service

Definition: Commitment to delivering safe, efficient, and customer-focused operations


Objective: Service levels across all disciplines which consistently meet agreed standards within identified timeframes.



Community

Definition: Meaningful engagement with those we interact with across all stakeholders to strengthen our social license to operate

Objective: Internal and external engagement meets clear expectations against consolidated annual performance tracking.



Sustainability

Definition: Safeguarding our longterm resilience with consideration to environmental responsibility, asset management and financial stability

Objective: Sustainable business practices are embedded and tracked against identified risks and requirements.

Safety and Efficiency

Our areas of focus as an organisation are to be shaped by and aligned to the three pillars, underpinned by safety and efficiency.





2. Foundation

2.3 Our Obligations

Relevant Legislation

Port Authority of NSW was established under the State Owned Corporations Act 1989 (NSW) (SOC Act) and the Ports and Maritime Administration Act 1995 (NSW) (PAMA Act) and operates in accordance with these and associated regulations. Our principal objectives reflect the provisions of both Acts.

SOC Act

- Successful business:
 - a) operate efficiently
 - b) maximise the State's investment
- Social responsibility
- Ecologically sustainable development
- Regional development

PAMA Act

- Promote and facilitate trade
- Port safety
- Promote and facilitate a competitive commercial environment
- Productivity and efficiency

Port Safety Operating Licence

Under the PAMA Act, the NSW Government issues a Port Safety Operating Licence (PSOL) to Port Authority. This licence authorises Port Authority to carry out port safety functions.

Ministerial Expectations

Under the SOC Act, we are provided with a Ministerial Statement of Expectations, and provide a Statement of Corporate Intent on our approach to delivering on these expectations. The latest Ministerial Statement of Expectations highlights 12 major categories as shown below, with 40 specific items beneath these.

12 Major Sub Sections Under the Ministerial Statement of Expectations

- | | | |
|--|--|--|
| 1. Support supply chain efficiency and cruising operations | 6. Operate the business sustainably | 10. Ensure Port Authority's workforce is engaged and has the capacity and capability to deliver the required functions |
| 2. Support the addition of housing stock in-line with Government priorities | 7. Consider cyber risk exposures | 11. Ensure Port Authority, as a ports and maritime mixed-use precinct, optimises the use of land and operational assets to ensure the most efficient and effective delivery of Port Authority's functions and objectives |
| 3. Maintain high standards of public accountability and corporate governance | 8. Ensure robust procurement practices that support the economic, environmental and social outcomes of the state | 12. Work collaboratively |
| 4. Minimise cost of service provision | 9. Ensure Port Authority balances the priorities of customers, stakeholders and communities | |
| 5. Ensure the Government's investment of its capital is used efficiently | | |

In the Policy Imperatives section of this strategy, consideration is given to all ministerial expectations to ensure they are adequately addressed in the outcomes of Strategy 2030.



3. Analysis

Our strategy for the next five years has been developed following analysis of a range of industry, regulatory, technology and change considerations, both domestic and international.

These are summarised into five major areas.

| Consideration | Section | Description |
|--|---------|--|
| 1. Policy Imperatives | 3.1 | The expectations of our Shareholding and Portfolio ministers, and consideration of areas in which we have further opportunity to support emerging government policy through the delivery of our strategy. |
| 2. Service Demand | 3.2 | Consideration of likely growth in our major areas of service activity that must be underpinned by capacity, efficiency, technology and safety while managing the needs of our port communities and workforces. |
| 3. Major Themes and Trends | 3.3 | Ten key themes, both within and outside of our control, which shape the opportunities, risks and needs of our customers, and therefore the focus for our strategy. |
| 4. Completion of Major Projects | 3.4 | Major activities which we are currently delivering, that will shape our short - medium term resourcing. |
| 5. Risk Management | 3.5 | Major present and potential risks that we are committed to managing effectively, with opportunities to progressively mitigate or reduce these having also been considered in the formulation of our strategy. |

3.1 Policy Imperatives

The Statement of Expectations, issued by Port Authority's Shareholding Ministers and Portfolio Minister, ensures Port Authority's strategic direction aligns with Government priorities and performance expectations.

The latest Statement of Expectations highlights 40 expectations grouped into 12 major categories. Many of these expectations reflect the delivery of legislated obligations under the SOC Act and the PAMA Act, which underpin the way we operate and have been in place since the formation of Port Authority.

Areas in Statement of Expectations for Uplifted Focus

Notably, there is a subset of stated expectations that are in addition to legislation obligations, eight of which we note are of high relevance to the formation of Strategy 2030, as shown below.

- 1 Work collaboratively across government to achieve policy aims, notably with Transport for NSW in their operational commitments.
- 2 Convene the Cruising Industry Advisory Panel and deliver advice.
- 3 Work constructively and proactively with NSW Government agencies to effectively plan the Bays Precinct, including the delivery of new housing in the Bays West Precinct.
- 4 Support the delivery of NSW Government climate change net zero and adaptation objectives.
- 5 Protect critical port infrastructure from a cyber risk perspective.
- 6 Ensure robust procurement practices that support the economic, environmental and social outcomes of the state.
- 7 Support sustainable initiatives in port communities that demonstrate care and are underpinned by goodwill and respect.
- 8 Undertake regular external efficiency reviews at least once every five years.

This does not reduce the significance or ongoing effort to be placed on delivery of the other 32 expectations. It simply highlights 8 areas for uplifted focus.



3. Analysis

3.2 Service Demand

We perform a wide range of activities including port safety functions for all major NSW ports as defined under the PAMA Act, in addition to a series of commercial services which increase with demand.

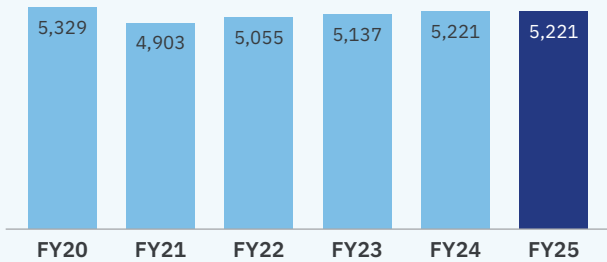
Two primary activities drive demand for our services as shown below.

Commercial Trade Shipping

Commercial trade vessel arrivals recovered to near historical levels in FY25, with Newcastle and Port Botany combining for more than 75% of the totals shown.

Longer term an eventual future shift away from coal shipping is seen as likely, however, in the short-term Newcastle remains the busiest port, and growth is anticipated in Port Kembla.

Commercial Trade Vessel Arrivals by Financial Year



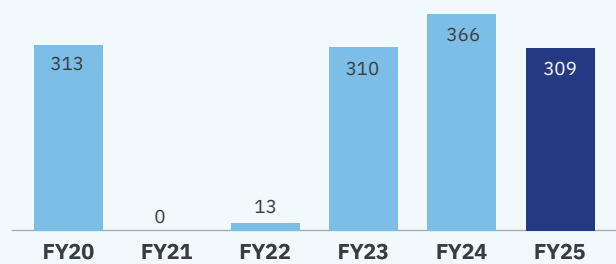
The United Nations Conference on Trade and Development (UNCTAD) notes in its most recent Review of Maritime Transport that trade relating to the global energy transition is expected to nearly triple over the period 2025 to 2030, driving both the export of Australian commodities and the import of manufactured goods.

Cruise Ship Arrivals

NSW continues to be a premier destination for cruise lines, underpinned by a strong domestic source market as well as offering natural beauty and a variety of tourism experiences for international visitors.

While arrivals reduced in FY25 following a peak experienced due to surging post-COVID demand, our service and infrastructure planning anticipates steady ongoing demand.

Cruise Ship Arrivals by Financial Year



Cruise Lines International Association’s State of the Cruise Industry Report for 2025 forecasts that global passenger numbers will grow by over 10% from 2025 to 2028, and Port Authority will continue to focus on supporting the efforts of NSW government, cruise operators and local business to grow our share of this market.

Various activities are driven primarily by the two metrics above, including pilotage and navigation, incident response, cruise passenger support and hospitality activities.

While global events and developments, and policies (such as a determination on the future role of Glebe Island) may have impacts on service demand, our approach is to ensure we deliver necessary capacity and service levels in response to a continuation in steady demand growth across NSW.





3. Analysis

3.3 Major Themes and Trends

We note 10 key themes we believe will create opportunities and challenge our organisation in new ways to 2030.

These have been split into major themes internal to our organisation where we are the driver of change, and themes external to our organisation where we must respond to changing market trends, geopolitical events and emerging technologies.

| External to Our Organisation | |
|---|--|
| 1. Steady Growth in Container and Vehicle Imports | Ongoing growth in demand for container and vehicle imports driven by population growth, product upgrades (particularly vehicles) and societal trends. |
| 2. Bulk Export Diversification | Continued strength and diversification in bulk exports, noting an expected eventual future shift away from coal. |
| 3. Shipping Disruption | Unpredictable global shipping market, driven by uncertain outcomes of trade negotiations, attacks on commercial shipping in areas like the Red Sea, and significant fluctuations in commodity prices and resulting demand. |
| 4. Cruise Growth and Momentum | Strong recovery and positive outlook for the cruise industry, with NSW positioned to capture an increasing share of global tourism. |
| 5. Maturing New Technologies | Rapidly evolving opportunities for improved safety, asset management and service outcomes as Artificial Intelligence, digital, drone and data visualisation technologies mature over the next five years. |



| Within Our Organisation | |
|---|--|
| 6. Destination Precincts | The opportunity to improve terminal infrastructure, and for the creation of destination precincts that enhance tourism. |
| 7. Emission Reduction Milestones | Vessel and vehicle asset management providing opportunity for improved efficiency and emissions reduction, aligning with new technologies and providing opportunity to deliver on our net zero ambition. |
| 8. Uplifted and Standardised Capability | Success of our One Port standardisation program adding to efficient digitisation, simplified customer processes and other opportunities to leverage our capacity. |
| 9. Demand for Skills | Increasing our pipeline of suitably qualified and experienced workforce in our critical areas of service, requiring new ways of attracting, engaging and retaining people. |
| 10. Policy Responses | Responding to broader State policy developments relating to housing, reviving the night-time economy and solutions (policy or otherwise) that strengthen data security. |



3. Analysis

3.4 Completion of Major Projects

An essential component of Strategy 2030 is the continuation and completion of projects underway, in addition to the identification and delivery of the next round of priorities.

As we commence Strategy 2030, there are twelve major activities that we are already committed to, and for which in most cases we have commenced implementation for.

12 Major Activities in Progress at the Commencement of Strategy 2030

1. Shore power at our White Bay Cruise Terminal
2. Berthing infrastructure upgrades at the Overseas Passenger Terminal
3. Cruise Long Term Deployment Strategy
4. Cruise Industry Advisory Panel formation and considerations for a third cruise terminal
5. Moore's Wharf refurbishment
6. Rollout of "OnePort" standardised systems and potential standardisation of CCTV
7. Market engagement to determine our next generation of pilot vessels, under our 10-year vessel asset strategy
8. Initial stages of delivery of our Net Zero Pathway, including vehicle and vessel emissions reduction
9. Uplift of cyber security capacity aligned to the Essential Eight mitigation controls recommended by the Australian Cyber Security Centre (ACSC) within the Australian Signals Directorate
10. Implementation of new cruise pricing strategy
11. Partnerships with local councils to develop regional tourism offerings
12. Helicopter refuelling upgrades at Newcastle

3.5 Risk Management

Port Authority's risk management framework supports the delivery of Strategy 2030 by providing a clear and practical approach to identifying, assessing and managing risks that could affect our strategic objectives. Risk is considered as part of planning, investment decisions and day-to-day operations, ensuring risks are understood and managed in line with our risk appetite.

Strategic risks are monitored on an ongoing basis to ensure continued alignment with our strategy and risk appetite, with consideration to a changing operating environment.



4. Outcomes

In considering the extensive analysis undertaken, including top-line within the previous section, five focus areas were identified as most relevant to meeting Port Authority’s current and future challenges.

This section provides a summary of our focus areas, related commitments, and how these benefit our stakeholders. These are the outcomes of our strategic analysis and represent the framework under which Strategy 2030 will be delivered.

| Component | Section | Description |
|------------------------------|---------|---|
| Five Focus Areas | 4.1 | The five major priorities for improvement and optimisation over the five-year duration of our strategy, under which we will focus our improvement efforts. |
| Ambitions and Metrics | 4.2 | <p>Ambitions representing top strategic priorities for the next five years, aligned to focus areas, defining the organisation we aim to become by 2030.</p> <p>Metrics representing measurable outcomes for each ambition, including clear 2030 targets and ongoing improvement in stakeholder index scores and a commitment to the delivery of targeted returns to shareholders.</p> |
| Stakeholder Benefits | 4.3 | A summary of major outcomes we aim to deliver through Strategy 2030, from the perspective of key stakeholders. |

Content in this section flows directly from foundational requirements as defined by Our Direction and obligations, and from the priorities identified through the analysis of policy imperatives, service demand, themes and trends, activities in progress and risk management.

4.1 Five Focus Areas

Strategy 2030 includes five major focus areas for the next five years, each aligned with our three pillars.

These are themes for optimisation over the duration of our strategy, and under which strategic ambitions, metrics, sub-strategies, and clear stakeholder outcomes can be defined.

| Focus Area | Pillar Alignment | | | |
|---|---|-----------|----------------|--|
| | Service | Community | Sustainability | |
| 1 Enhancing customer value | facilitating trade and tourism | | | |
| 2 Putting people and safety first | ensuring a safe and engaged workforce | | | |
| 3 Advancing stakeholder trust | strengthening our partnerships and credibility | | | |
| 4 Striving for infrastructure excellence | generating future-ready port and digital assets | | | |
| 5 Driving environmental sustainability | safeguarding climate and nature | | | |

These areas are not specific actions in and of themselves – they are a guide for our team on how we will prioritise our effort through to 2030. The activities under each will evolve with the gathering of knowledge and the development of related sub-strategies.

4. Outcomes

4.2 Ambitions and Metrics

For each focus area, we define two to three clear ambitions, and a metric we will use to track our progress in achieving these.

Each ambition reflects a top strategic priority for our organisation for the next five years. Together these 12 ambitions combine to provide a picture of our aspirations to 2030, including operational and growth targets, stakeholder feedback measures and a commitment to the delivery of targeted returns to shareholders.

| Focus Area | Ambition | Metric | |
|------------|--|--|---|
| 1 | Enhancing customer value | To achieve mutual benefit with our customers and key stakeholders based on trusted relationships in line with our values. | Continued improvements to our Customer Experience Index. |
| | | To build NSW's reputation as a world-class cruise destination, welcoming record passenger numbers. | One million passengers by the end of the 2030 cruise season. |
| | | To be recognised as the most efficient and high-performing pilotage operator in Australia. | Meeting a 99% target for SLA compliance (on time pilotage), including consistently meeting a 98% target in the lead up to 2030. |
| 2 | Putting people and safety first | To be a national leader in port and marine safety, and our culture sets the standard for the industry. | Nil serious injuries and nil dangerous incidents. |
| | | Highly engaged and empowered people, supported by strong leaders and a positive, healthy culture. | Continued improvements to our Employee Engagement Score. |
| 3 | Advancing stakeholder trust | Widespread recognition of our role, and trust in our performance. | Continued improvements to our Corporate Reputation Index. |
| | | To create sustainable value for our shareholders. | Achieve targeted returns to shareholders. |
| | | To further strengthen our relationships with port communities, enhancing our social licence to operate, via ongoing community initiatives. | Continued improvements to our Community Engagement Index. |
| 4 | Striving for infrastructure excellence | Highly reliable, digitally enabled and future-ready critical port assets, ensuring safe and efficient operations. | Meeting a 99% target for availability of critical assets, including consistently meeting a 98% target in the lead up to 2030. |
| | | Digitised and streamlined core processes, enabling data-driven decisions and improved operational performance. | 70% of core processes digitised across the business. |
| 5 | Driving environmental sustainability | To be a climate-resilient organisation that facilitates emissions reduction and climate adaptation in the maritime sector. | 75% net reduction and a 55% gross reduction in Scope 1 and 2 emissions from the 2019 baseline. |
| | | Operations which enhance and protect the natural environment, contributing positively to biodiversity and ecological health. | Demonstrated improvement to nature related outcome ¹ for capital projects measured against baseline score. |

1. the stock of renewable and non renewable natural resources such as plants, animals, air, water, soils and minerals that combine to yield a flow of benefits to people.

Our commitment to the realisation of these ambitions, as demonstrated by achievement of the proposed metrics, will deliver clear benefits for all of our stakeholder groups, as described next in Section 4.3 Stakeholder Benefits.

4. Outcomes

4.3 Stakeholder Benefits

Our aim is for stakeholders to experience tangible improvements with the delivery of Strategy 2030, including:

| Stakeholder Groups | Benefits and Improvements |
|--|--|
|  NSW Government | <ul style="list-style-type: none"> – Delivery of net zero ambitions – Strong dividend returns driven by efficiency and growth – Capacity growth and service quality uplifting tourism and trade – Major contributions to broader policy ambitions |
|  Our Customers | <ul style="list-style-type: none"> – Easier to do business with – Sharing data that can drive partnering and efficiencies – Ever improving service quality and capacity – On shore power |
|  Our Port Communities | <ul style="list-style-type: none"> – Well managed precincts and public spaces – Ongoing restoration and care for our natural environment – Effective communications and community support |
|  Federal Government | <ul style="list-style-type: none"> – Supporting growth in international visitors to Australia – Maintaining capacity and minimising interruptions to the national supply chain – Adoption of technology in port security and increased maturity in cyber security – Supporting profitability and growth of Australian businesses |
|  Adjacent Business | <ul style="list-style-type: none"> – New hospitality and event opportunities – Quality properties supporting tenant businesses – Growth in tourism through cruise industry support – Continuous supply chain reliability |
|  Our Industry Partners | <ul style="list-style-type: none"> – Opportunities for leveraging programs across locations – Opportunities to explore and trial emerging technologies – Ongoing commitment to sponsorship and support |
|  Our Suppliers | <ul style="list-style-type: none"> – Collaboration in opportunity identification and delivery – Clearer and more efficient procurement processes and technology – Reduced duplication of effort and a one Port Authority experience – Maintained emphasis on risk management and compliance |
|  Our People | <ul style="list-style-type: none"> – A culture driven by a clear direction and set of well understood values – Safe workplaces and effective management of risk – Simpler and more standardised processes – Looking at opportunities for upgrade of fleet and tools |

These stakeholder benefits will be considered in supporting strategies and activities in the interests of continuous improvement.



5. Delivery

5.1 Implementation Framework

In striving to deliver clear outcomes and stakeholder benefits as defined, Strategy 2030 will be delivered as part of Port Authority planning, governance and execution frameworks.



Sub-strategies will be central to our delivery of major activities under each of our five focus areas.



5. Delivery

5.2 Sub-Strategies

Sub-strategies, some of which are a continuation of existing strategies, and some of which are under development, will be considered within each of our five focus areas.

The table below provides a list of potential sub-strategies as aligned to focus areas, noting these will be reviewed as part of the ongoing prioritisation of activities.

| Focus Area | | | Sub Strategies |
|------------|---|---|---|
| 1 | Enhancing customer value | facilitating trade and tourism | <ul style="list-style-type: none"> – Long Term Deployment – Cruise Market Growth – Pilotage Capability – Pricing |
| 2 | Putting people and safety first | ensuring a safe and engaged workforce | <ul style="list-style-type: none"> – People and Workforce Development – Technology Adoption Plan – Fleet Investment Program |
| 3 | Advancing stakeholder trust | strengthening our partnerships and credibility | <ul style="list-style-type: none"> – Information and infrastructure security – Brand and communications – Financial resilience |
| 4 | Striving for infrastructure excellence | generating future-ready port and digital assets | <ul style="list-style-type: none"> – Property Activation – 10 Year Asset Management Plans – Overseas Passenger Terminal Infrastructure |
| 5 | Driving environmental sustainability | safeguarding climate and nature | <ul style="list-style-type: none"> – Net Zero Pathway – Climate Resilient Design – Nature Transition Plan |

Note, this list of sub-strategies is indicative only.



5. Delivery

5.3 Stakeholder Partnering

The successful delivery of Strategy 2030 is inextricably linked to collaboration and coordination with our stakeholders. We will adopt a partnership approach as indicated in the guide below.

| Stakeholder Group | Partnering Approach |
|--|---|
|  NSW Government | Participate actively in relevant panels and forums, and ensure we share information and opportunities for collaboration across government agencies |
|  Our Customers | Proactively seek and share feedback and input to validate service performance and co-design service and operational improvement initiatives |
|  Our Port Communities | Engage in port community consultation forums, including identification and uplift of relevant local community causes and events |
|  Federal Government | Proactively identify opportunities to deliver on national priorities, and to understand and shape relevant legislation |
|  Adjacent Business | Co-design opportunities to provide appropriate services and enhancements to support precinct events, ship arrivals and on water response activities |
|  Our Industry Partners | Proactively identify new ways to work together to deliver commercial, service, community and sustainability improvement programs |
|  Our Suppliers | Work together to refine our procurement processes and ensure they follow best practice in probity, value for money and process efficiency |
|  Our People | Work together to embed our values, enable skills development, and to contribute to the refinement of initiatives as they are implemented |

5.4 Measurement and Review

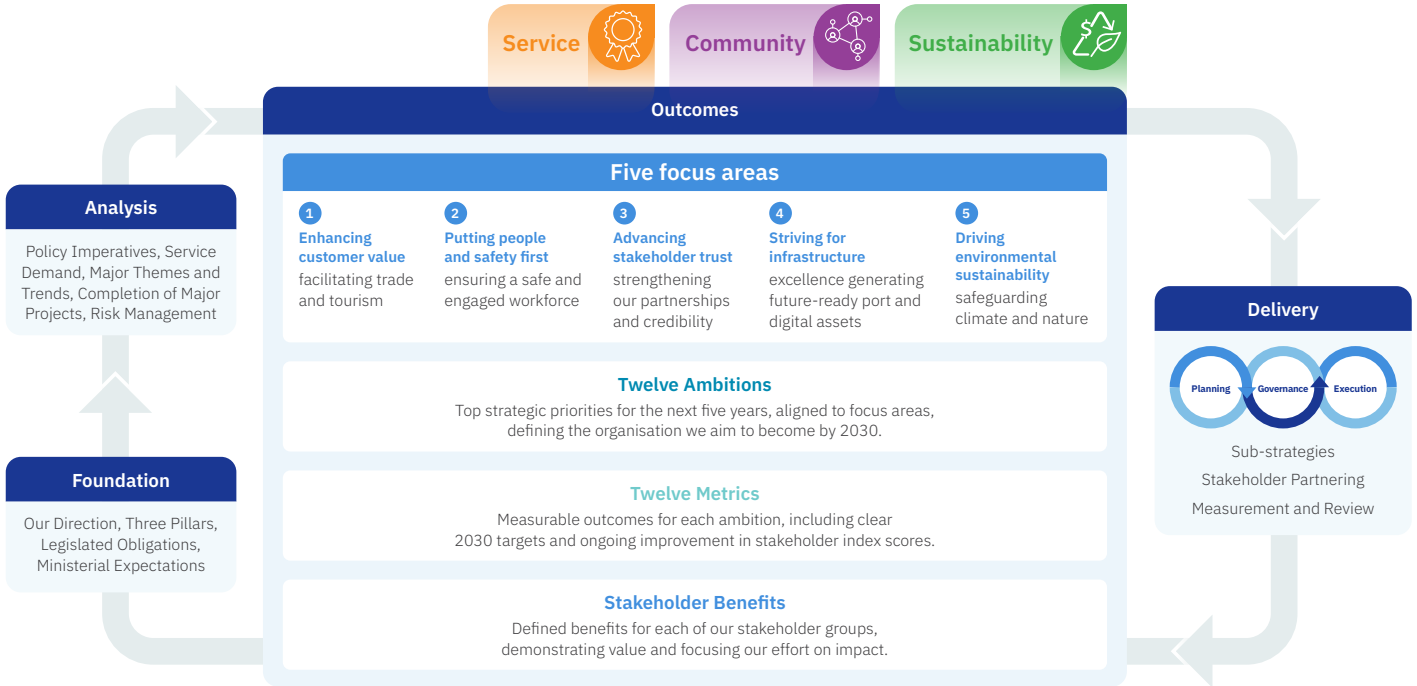
The success of this strategy will be measured in three ways, each of which is captured and reported internally on a monthly or quarterly cycle, with top-line results in our annual reports:

| | |
|---|---|
| 1. Strategy 2030 Focus Area Metrics | measurable outcomes aligned directly to each of the 12 ambition statements, including operational and growth targets, stakeholder feedback measures and a commitment to the delivery of targeted returns to shareholders. |
| 2. Corporate KPIs (All of Business Outcomes) | corporate performance objectives, as determined by Port Authority’s Board. |
| 3. Priorities and Initiatives | the coordinated implementation and tracking of annual initiatives in support of Strategy 2030, including sub-strategies. |

6. Destination

6.1 Strategic Framework

The key elements of Strategy 2030 are summarised below, covering the framework and methodology.



While the framework above provides a high level view of the full scope of Strategy 2030, the detail of the focus areas, ambitions and metrics are provided in Section 6.2 Focus Areas and Ambitions.

6.2 Focus Areas and Ambitions

A single page “Strategy 2030 – Summary Focus” as shown below provides a quick reference of our focus areas, ambitions and metrics.

Strategy 2030 – Summary Focus

| FOCUS AREA | AMBITION | METRICS |
|---|---|---|
| 1 Enhancing customer value facilitating trade and tourism | <ul style="list-style-type: none"> To achieve mutual benefit with our customers and key stakeholders based on trusted relationships in line with our values. To build NSW's reputation as a world-class cruise destination, welcoming record passenger numbers. To be recognised as the most efficient and high-performing pilotage operator in Australia. | <ul style="list-style-type: none"> Continued improvements to our Customer Experience Index. One million passengers by the end of the 2030 cruise season. Meeting a 99% target for SLA compliance (on time pilotage), including consistently meeting a 98% target in the lead up to 2030. |
| 2 Putting people and safety first ensuring a safe and engaged workforce | <ul style="list-style-type: none"> To be a national leader in port and marine safety, and our culture sets the standard for the industry. Highly engaged and empowered people, supported by strong leaders and a positive, healthy culture. | <ul style="list-style-type: none"> Nil serious injuries and nil dangerous incidents. Continued improvements to our Employee Engagement Score. |
| 3 Advancing stakeholder trust strengthening our partnerships and credibility | <ul style="list-style-type: none"> Widespread recognition of our role, and trust in our performance. To create sustainable value for our shareholders. To further strengthen our relationships with port communities, enhancing our social licence to operate, via ongoing community initiatives. | <ul style="list-style-type: none"> Continued improvements to our Corporate Reputation Index. Achieve targeted returns to shareholders. Continued improvements to our Community Engagement Index. |
| 4 Striving for infrastructure excellence generating future-ready port and digital assets | <ul style="list-style-type: none"> Highly reliable, digitally enabled and future-ready critical port assets, ensuring safe and efficient operations. Digitised and streamlined core processes, enabling data-driven decisions and improved operational performance. | <ul style="list-style-type: none"> Meeting a 99% target for availability of critical assets, including consistently meeting a 98% target in the lead up to 2030. 70% of core processes digitised across the business. |
| 5 Driving environmental sustainability safeguarding climate and nature | <ul style="list-style-type: none"> To be a climate-resilient organisation that facilitates emissions reduction and climate adaptation in the maritime sector. Operations which enhance and protect the natural environment, contributing positively to biodiversity and ecological health. | <ul style="list-style-type: none"> 75% net reduction and a 55% gross reduction in Scope 1 and 2 emissions from the 2019 baseline. Demonstrated improvement to nature related outcomes for capital projects measured against baseline score. |



6. Destination

6.3 Milestones

Some anticipated milestones and highlights over the next five years:

Moores Wharf refurbishment

First phase of seagrass restoration at Botany Bay

Sydney Harbour berthing infrastructure

Renewable shore power at White Bay Cruise Terminal

OnePort systems and processes at all ports

Next generation pilot vessels

Initial trials of AI and drone technology to improve safety

Cruise Industry Advisory Panel outcomes

Regional cruise strategy delivery for Eden and Newcastle

Supporting the State on future plans for Bays Port

Eden precinct opportunities

75% net reduction in emissions

2025

2030

6.4 The Destination

Our Direction provides a clear view of our purpose, vision and values. It also defines the three pillars of our organisation - Service, Community and Sustainability, which guide Strategy 2030.

Strategy 2030 includes five focus areas with twelve supporting ambitions and measurable targets with a commitment to effective governance, process and implementation of initiatives in support to provide a path for Port Authority to achieve our ambitions and potential.



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Port Authority of New South Wales
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