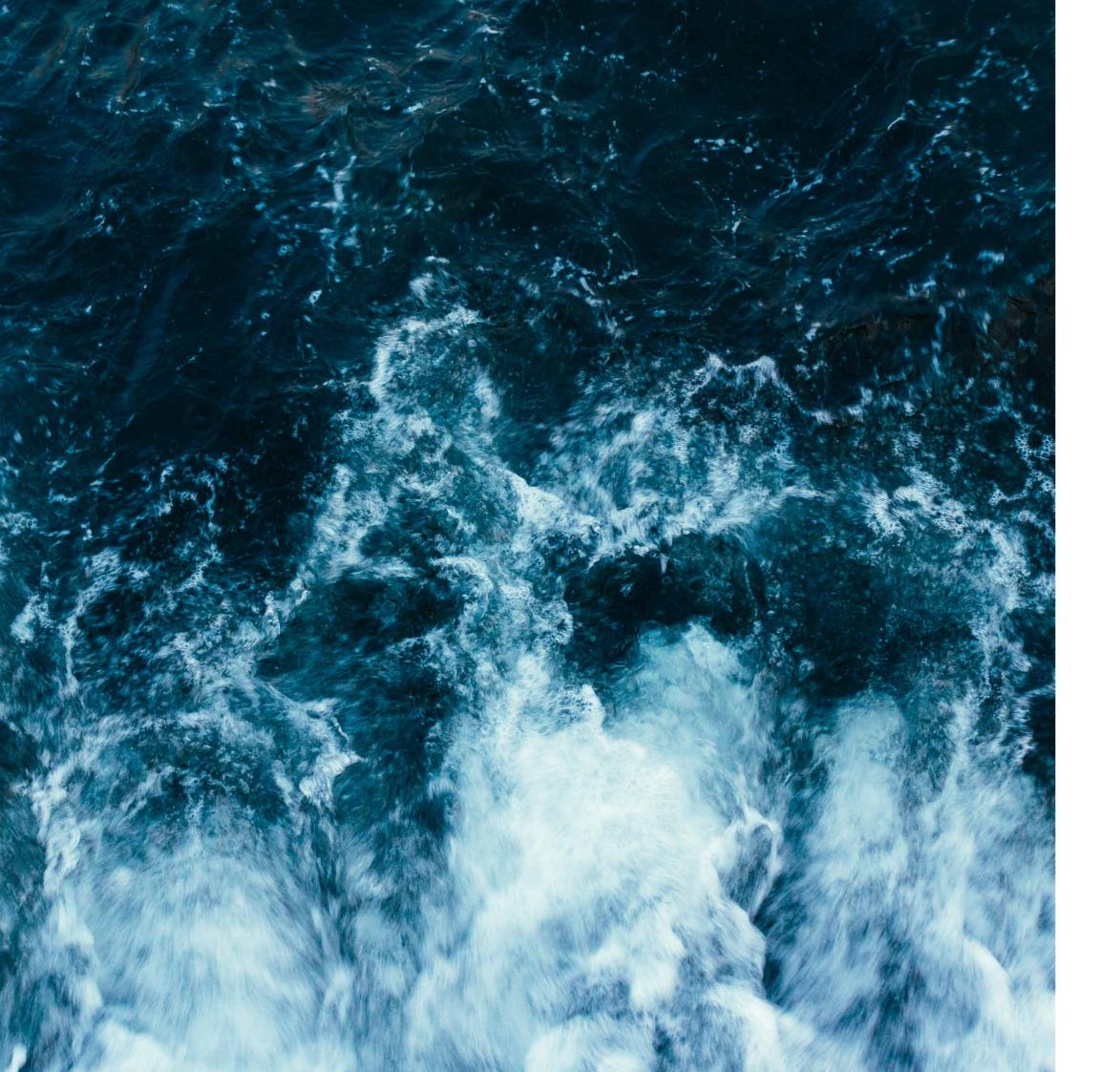
Flinders Port Holdings Sustainability Plan





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Introduction from the CEO

The Flinders Port Holdings (FPH) vision and mission is underpinned by the recognition that creating long-term shareholder value is inextricably linked to, and not at the expense of, creating value for other stakeholders.

Sustainability is one of the guiding philosophies in the way we operate and in our future planning and development. Our aim is to be recognised as a leader in sustainable port development and operations and to create a business we can continue to be proud of, contributing to better outcomes for future generations.

Global issues, such as climate change, biodiversity loss, ethical supply chains and economic development, continue to challenge all of us and so form the basis of some of the key elements of this Sustainability Plan. This plan underpins our established Sustainability Policy and Climate Statement and will centralise coordination, oversight and delivery of our continued work in this space. We have categorised sustainability under four themes: Healthy Environment, Good Governance, Valued People and Thriving Communities.

These themes reflect the matters that are materially important to our stakeholders and which are most relevant to the ongoing transformation of our business.

The plan sets out tangible short and mediumterm goals across the next three years while also highlighting some of the milestones we have achieved under the previous plan.

Since our first Sustainability Plan in 2019, we have made significant progress – from implementing renewable energy initiatives, such as a Virtual Generation Agreement, to identifying and setting actions to address climate risks and opportunities across our business and infrastructure, to creating our baseline carbon inventory inclusive of carbon emissions from shipping within our ports' boundaries.

Some of these achievements are reflected in FPH's Global Real Estate Sustainability Benchmark (GRESB) score, which has risen from 47 in 2020 to 79 in 2022.

Investing in being a responsible business helps to create value and to grow our revenue and brand. Future-proofing our business, by developing resilient infrastructure and more resource efficient and technology-driven operations, is a key part of that value creation. To this end, sustainability will play an everincreasing role in what we do and how we do it.

STEWART LAMMIN

CHIEF EXECUTIVE OFFICER FLINDERS PORT HOLDINGS

Overview

Our business

FPH is the leading privately-owned port operator in South Australia, handling the vast majority of the state's international imports and exports each year.

FPH owns and operates Flinders Adelaide Container Terminal as well as the port of Port Adelaide and the six key regional ports of Port Giles, Port Lincoln, Wallaroo, Port Pirie, Klein Point and Thevenard.

We also provide integrated supply chain solutions through Flinders Logistics and Flinders Warehousing and Distribution. Beyond ports and logistics, we deliver hydrographic survey services through HydroSurvey Australia.

FPH also provides services to three third party commercial ports in South Australia at Whyalla, Port Bonython and Ardrossan. The delivery of these services across the port precinct makes FPH relatively unique in the Australian market and global context.

FPH's ports play an important role in facilitating economic growth in South Australia by providing vital linkages to global export markets for South Australian farmers, manufacturers and miners, as well as access to essential imports for consumers and producers.

FPH facilitates the movements of over \$25bn of trade per annum, which is equivalent to 94% of South Australia's international trade and almost 24% of the state's Gross State Product.

FPH is also itself a significant generator of economic activity and one of the largest private-sector employers in South Australia contributing to the prosperity of Adelaide and several regional communities across the state.

FPH delivers its services through the following key operating entities:

Flinders Ports

The port operator for FPH's seven ports, as well as performing the core marine operations functions for commercial ports at Whyalla, Port Bonython and Ardrossan. In addition to port operations FP also has a hydrographic survey division.

Flinders Adelaide Container Terminal

South Australia's only container terminal operator, handling containerised imports and exports.

Flinders Logistics

A logistics and stevedoring services provider, with a focus on mineral resources and oil and gas sectors in Australia. Flinders Logistics provides supply chain solutions.

Flinders Warehousing and Distribution

Provides container-related storage and handling services.

THEVENARD Gypsum Grain & Seeds Mineral Sands

PORT LINCOLN

Grain & Seeds Petroleum Products Fertilisers

> PORT GILES Grain & Seeds

Flinders Logisitcs

Port Adelaide Port Pirie

Flinders Adelaide Container Terminal

Port Adelaide

Flinders Ports Marine Services

Port Bonython Whyalla Ardrossan

Our Operational Goals

- 1. Faster distribution times;
- 2. Greater capacity;
- 3. Better accessibility;
- 4. Reduced environmental and social impact;
- 5. Increased cost savings; and
- 6. Reduced risk.



Sustainability

Fostering a sustainable approach to port operations, including our natural and human environments, is essential to our longterm success. As is meeting our customers' current and future expectations in terms of our role in the global supply chain.

Our approach to sustainability will contribute to the delivery of FPH's Vision and Mission.

The commitment to sustainability is at the core of what we do, as we move to minimise harm, decarbonise our business, collaborate with our communities and build resilience.

As per our Value Creation Model (VCM), sustainability will see FPH develop more resilient infrastructure, more efficient operations and an organisational culture that builds on FPH's values.

FPH recognises that technological adoption, innovation and sustainability will shape and drive our customers' future requirements. We will embrace technology and innovation to reduce our environmental impact, further health and safety outcomes and provide highly efficient, safe and secure facilitation of our cruise passengers. The outcomes of the initiatives and goals set out in this plan will place FPH in a competitive position in its industry and provide opportunities for partnerships and collaboration – for the good of people and our planet. It will also provide an opportunity to consider Environmental, Social and Governance (ESG) linked financing arrangements, reflecting FPH's sustainability achievements and status.

FPH's Sustainability Policy states that we will:

- Operate in a responsible manner in regards to our employees, communities and resources;
- Integrate sustainability into planning, design and decision making;
- Actively minimise pollution and wastage;
- Collaborate with our employees, suppliers, partners, customers and communities to be socially responsible;
- Establish, communicate and monitor progress towards quantifiable ESG targets;
- Communicate and report our sustainability intentions and achievements;
- Continuously improve our sustainability performance (including our GRESB ranking);
- Comply with all relevant environmental and social laws and adhere to regulatory standards; and
- Act in accordance with good governance principles.

Vision

"Connecting South Australia to the World".

Mission

"To be an industry leader in providing safe, innovative and sustainable portrelated infrastructure, capabilities and services that enable, optimise and maximise trade for our customers."

Landscape

Our external environment

The world is facing unprecedented environmental, economic and societal challenges. The COVID-19 pandemic has thrown global supply chains into disarray, climate change is accelerating, and society is facing ongoing issues of inequity.

The world continues to face the significant health and economic uncertainty caused by the COVID-19 pandemic. The impact on our economy, way of working, and safety and wellbeing will be long-lasting and it remains to be seen what the broader shifts will be for society.

We are currently in ecological deficit - whereby humans are using more natural resources than can be regenerated and biodiversity is in sharp decline. This is a critical issue for society and a growing factor in the potential limiting of sustained economic activity.

We are also conscious of the need to reduce greenhouse gases caused by the transportation of goods and resources which is fundamental to our core business. We have been developing our decarbonisation strategy and this will inform future developments, asset replacement and our energy and waste strategies.

FPH is in a position to provide infrastructure and services that help to reduce carbon emissions across our value chain, for example, by powering our ports with renewable electricity, facilitating supply of low carbon fuels, and working with our customers and logistics partners to improve operational efficiencies.

Societal and ethical concerns are a priority for many consumers and are now front of mind for investors. ESG has become mainstream in investment decision-making, as investors seek to reduce their financial risks and maximise their returns over the long-term. A huge weight of capital is moving towards sustainable development and a net zero carbon world.

Value Creation

As described in the VCM, the FPH Vision and Mission are underpinned by the recognition that creating sustainable long-term shareholder value comes from a clear understanding of how FPH creates value - its value creation process.

"FPH's value creation process recognises that value is not created by or within an organisation alone. It is influenced by the external environment, created through relationships with stakeholders and dependent on various resources."

FPH's commitment to Integrated Thinking has provided the basis for a structure for how we define our value creation process and how we will establish targets, report results and measure our performance.

Five key resources (Capitals) that have been used and effected in its creation of value. These Capitals are:

- Human Capital
- Intellectual Capital
- Natural and Social Capital
- Physical and Digital Asset Capital
- Financial Capital

FPH draws on each of these Capitals as inputs and through our business activities converts them to outcomes (i.e. improved performance and metrics) measured against each of our Strategic Pillars. Our ability to improve performance against each of the Strategic Pillars reflects our ability to create value over time.

FPH has established its reporting framework and is setting outcome targets in accordance with the outlined framework. This Plan introduces ESG metrics and targets for the Sustainability and People and Culture Strategic Pillars and the associated capital inputs.

Risk Management

FPH is committed to managing risks in a consistent and integrated way across all levels and is embedded in processes and culture, thus contributing to the achievement of our strategic objectives.

Effective risk management is considered integral to FPH creating value. At the apex is FPH's Enterprise Risks, which are reviewed regularly to ensure that each risk area is monitored and that potential impacts (beneficial or adverse) are assessed and managed. FPH's Strategic Pillars have been aligned to relevant Enterprise Risk (where applicable). They also provided a foundation for the ESG Materiality Assessment.

Value Creation Model

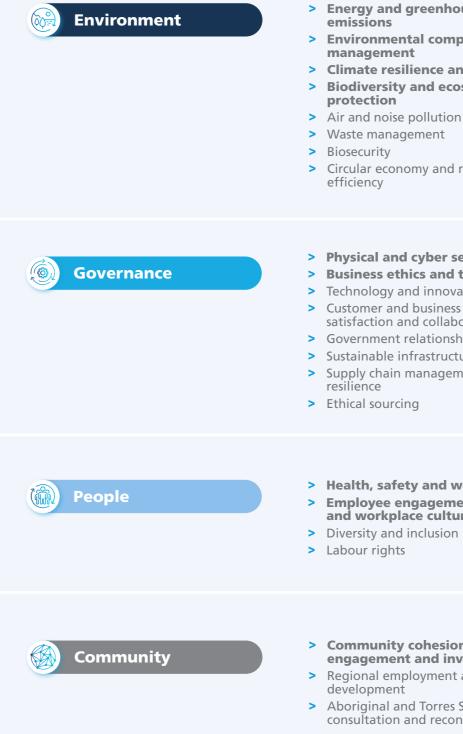


ESG Materiality

FPH has undertaken its first sustainability materiality assessment – an assessment of what is important and relevant about our business.

> The materiality assessment gathered information from a broad range of internal and external stakeholders. A comprehensive process identified, defined and prioritised the environment, social and governance topics that matter most to FPH and its external stakeholders, and that reflect the impact on our people, community, environment and internal governance.

The material topics identified through the assessment are grouped thematically and listed in order of importance in the materiality assessment. The most material topics arising from this exercise are highlighted in bold.



- > Energy and greenhouse gas
- > Environmental compliance and
- > Climate resilience and adaptation > Biodiversity and ecosystem
- > Air and noise pollution
- > Circular economy and resource

> Physical and cyber security

- > Business ethics and transparency
- > Technology and innovation
- > Customer and business partner
 - satisfaction and collaboration
- > Government relationships
- > Sustainable infrastructure
- > Supply chain management and

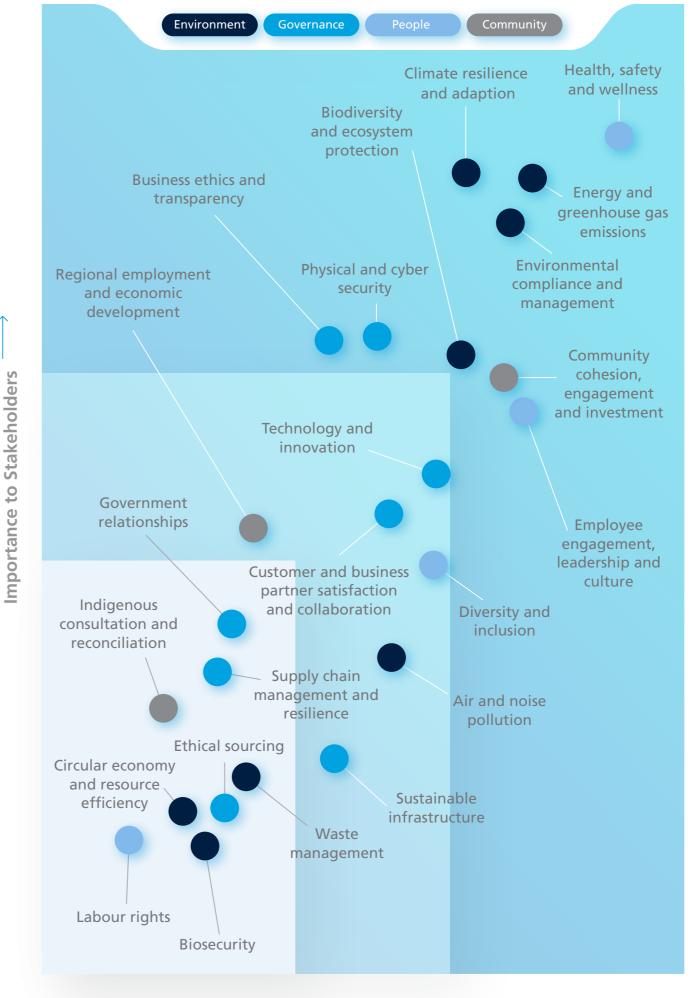
> Health, safety and wellness > Employee engagement, leadership

- and workplace culture
- > Community cohesion,
 - engagement and investment
- > Regional employment and economic
- > Aboriginal and Torres Strait Islander consultation and reconciliation

LEGEND

All topics have been plotted on the materiality matrix. All topics are material to FPH, having been identified from a broader universe of topics.

Topics in the darker blue section are most material to FPH and are currently of greatest importance to internal and external stakeholders. In the lightest blue area are several emerging topics. While these topics aren't currently as highly rated, their position does not mean that they are not important.



Importance to Flinders \longrightarrow

Standards and Benchmarking

The approach undertaken by FPH to determine its material ESG topics and develop this Sustainability Plan has been informed by the requirements of the frameworks described below.

Global Reporting Initiative (GRI)	GRI is the most universally recognised sustainability reporting framework and basis for metrics selected by FPH to track performance against targets.
Sustainable Accounting Standards Board (SASB)	An investor-driven and business focused framework featuring a unique sector-based materiality approach. FPH's materiality assessment is aligned with SASB guidance.
Taskforce on climate-related financial disclosures (TCFD)	This governance framework provides a template for consistent and rigorous assessment, mitigation, disclosure and governance of climate-related transition and physical risks. FPH is committed to reporting in alignment with the TCFD.
United Nations Global Compact (UNGC)	A strategic UN initiative to support companies committed to responsible business practices in the areas of human rights, labour, environment and ethical governance. FPH became a signatory to the UNGC in 2021 and will report annually on progress supporting relevant UN SDGs.
UN Sustainable Development Goals (SDGs)	A recognised framework to assist companies with setting sustainability targets and measuring impact. FPH's Sustainability Plan aligns with several relevant SDGs as detailed under our themes
Global Real Estate Sustainability Benchmark (GRESB)	An investor-driven global ESG benchmark and reporting framework that assesses the performance of infrastructure assets. FPH has been a Participant Member of GRESB (Infrastructure) since 2016, completing a comprehensive and validated ESG survey each year.

UN Global Compact

In 2021, FPH became a signatory to the UNGC, cementing its commitment to the pursuit of the UN SDGs

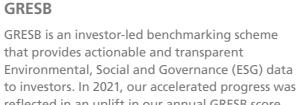
The SDGs were developed and adopted by all United Nations Member States in 2015, with the aim of achieving a more sustainable future for all by 2030 These 17 goals seek to end poverty, protect the planet and ensure all people enjoy peace and prosperity. The goals are interconnected, recognising that action in one area will affect others, and emphasise that development must balance social, economic and environmental sustainability.

While not created for business, the SDGs present an opportunity for organisations to identify the major global challenges on which they can have the most impact. In turn, this can drive meaningful integration of the SDGs into strategic decision making and planning.

Nine SDGs have been identified as goals that FPH can most contribute to, via the initiatives set out in this plan. FPH has greatest capacity to align with goals across health and wellbeing, climate, energy, resource consumption and diversity and inclusion. The specific targets within these goals that best align with FPH's sphere of influence are described in the Annex, positioned at the back of this document.







Environmental, Social and Governance (ESG) data to investors. In 2021, our accelerated progress was reflected in an uplift in our annual GRESB score - an increase from 47 to 74 - which netted FPH the Most Improved Award amongst global port companies. In 2022, we received a score of 79, reflecting our maturing ESG program in areas such as energy, environmental monitoring, employee engagement and diversity and inclusion.

GRESB

FPH will continue to participate in GRESB with the objective of achieving a year-on-year increase in score and global ranking.

The last three years were like no other. As fo
and troubled waters with all hands-on deck
South Australia's economy.

We not only stayed true to our core purpose and values, but we continued to forge ahead improving other critical elements of our business. Our people continued to go above and beyond to accelerate our sustainability program, implementing numerous initiatives detailed in the 2020-23 Sustainability Plan. Here's how:

General	 50-year Master Plan produced, with embedded sustainability principles Signatory to UN Global Compact Materiality assessment and UN SDG mapping Climate risk and opportunity assessment Climate Change Adaptation Strategy and Action Plan
Environment	 Release of Climate Statement with net-zero commitment by 2050 Carbon inventory with Scope 3 emissions Virtual Generation Agreement increase in renewable energy component (from 59.6% to 64.3%) LED lighting conversion of our logistics warehouse LED upgrade of wharf flood lighting across several berths at several ports Trial of electric work vehicle at FACT Dredging approvals and monitoring Expanded environmental monitoring program Maritime Users Environment Guide Contaminated site risk assessment Contaminated Site Management Strategy development
Social	 Safety Strategy update and rollout Reduced Lost Time Injury Frequency Rates Diversity and Inclusion Strategy Employee Engagement Survey resulting in engagement levels above industry benchmark Employee Engagement Plan implementation Modern Slavery Statement, risk assessment and reporting Partnership with the Clontarf Foundation, supporting education and vocational outcomes for local Aboriginal youth COVID-19 management New and award-winning website, including sustainability page
Governance	 Risk Management Framework update Digital Transformation Roadmap Implementation of independent internal audit assurance Business resilience framework and testing Updated Whistleblower Policy



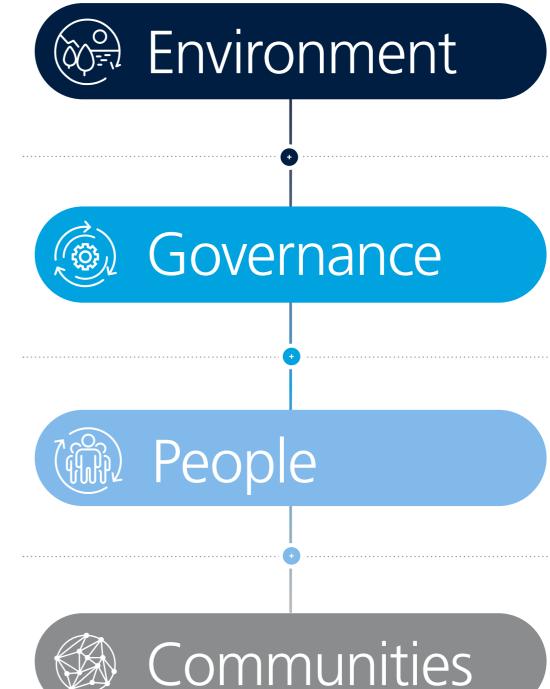
for everyone, we were asked to sail headlong into uncertain k, ensuring the wheels of trade kept turning and, with it,



Our strategy is simply to be innovative, efficient and sustainable in developing and maintaining our infrastructure and moving cargo.

> Our engaged people, world class assets, enduring partnerships, community outlook, strong values and environmental stewardship enable us to deliver value across all stakeholders while navigating current and future challenges.

Our sustainability program and this plan are categorised into four themes These themes encapsulate what we believe are critical success areas for the long-term strength and growth of our business. Arising from our materiality assessment they also align with the key areas of risk and opportunity that can contribute to our company as well as societal value.



Environment

THEME

Today, the environment is receiving increasing attention and presenting unprecedented challenges, not only to our businesses but to our way of life.

Climate and carbon

Responding to climate change is now an essential part of doing business. Through FPH's Climate Statement we are committed to adapting to the changing climate and to decarbonising our operations to net zero by no later than 2050. In doing so we align with the Paris Agreement and support the Australian government's carbon targets and interim International Maritime Organisation's (IMO) maritime sector target of 50% reduction of total annual carbon emissions by 2050.

We've calculated our carbon emissions across scope 1, 2 and 3 and will commence publishing third-party assured data in 2022. This will include a complete and comprehensive scope 3 emission inventory that encapsulates the breadth of our value chain, such as shipping, tug operations, trucking, rail, construction materials and other capital infrastructure expenditure.

One of the greatest opportunities we have identified is the transition to a lower carbon economy in which there is cheaper renewable power and more efficient supply chain logistics – across shipping, trucking and rail. The entire value chain must decarbonise to meet IMO and other global carbon targets, and ports have a key role to play in this transition.

The potential impacts of climate change on businesses are wide-reaching and may include, for example financial losses, effects on health and physical risks to buildings and infrastructure. Ports must be tolerant to wind, wave action, storms and tidal movement. Interruptions to business can cause disruption to customers and the supply chains fuelling our state economy. The prevailing weather is beyond our ability to influence however we can ensure, as far as possible, that our assets and operating practices are designed to withstand extreme weather events and to recover from their impacts quickly.

Port infrastructure of tomorrow will need to be built to higher specifications of resilience and to facilitate the transition of our value chain to net-zero. This is a sizeable challenge that FPH is embracing.

Adapting to climate projections is steadily being integrated into our asset management, construction, planning and procurement, and our day to date operations through our Climate Change Adaptation Strategy. Our approach to managing the risks and opportunities of climate change is aligned with the Task Force on Climate-Related Financial Disclosures (TCFD).

Biodiversity protection and environmental compliance

Our ecosystems and the plants and animals that comprise them are essential to the wellbeing of our planet. Our businesses also depend on them to provide natural resources and ecosystem services.

At FPH, good management of our environm obligations has always been central. Our marine and industrial operations pose risks and opportunities for the environment, othe operators and the local community. Our facilities at Port Adelaide co-exist with the Adelaide Dolphin Sanctuary and lie adjacent to other high biodiversity value sites. We ensure our maritime services are conducted in a manner that has regard to the resident dolphin pod and coastal and marine ecosyst situated within and adjacent to our ports.

To keep us aligned to our commitment of net biodiversity gain, we will first identify, assess and then adopt an array of relevant metrics - marine and terrestrial - that will provide clear optics on how we perform and the extent of enhancement of our local ecology.

nental ner	We are committed to protecting the environment - including land, water and air - and to complying with relevant environmental laws and regulatory standards. FPH is a responsible lessee of land and owner of port, container and logistics operations and associated infrastructure. In this privileged position we can choose, to some extent, to make a difference to the condition of our environment – either through activities we control directly or by engaging with and influencing our suppliers and customers.
nt	Our focus will be on integrating environmental
I	risk management throughout all facets of our
:	business; marine services, stevedoring and
tems	infrastructure planning, design and operations.

Success is:

- Delivering climate, carbon and environmental management outcomes across our port precincts and operations
- Protecting and enhancing local aquatic and coastal habitat
- > A compliance framework that works

Environ	ment	
Material Topic	Targets	What we will
Energy and greenhouse gas emissions	Net-zero carbon emissions by 2050 Establish interim carbon emissions targets (for Scope 1, 2 and 3) and commence execution of a reduction strategy by 2025 Alternative technology trialled for heavy mobile plant by 2025 Reduction in climate-related physical risk rating Publish first TCFD-aligned climate report	 > Improve the muse of rechargi > Conduct an on study > Conduct marked > Quantify oppop provision of sh > Build climate-ropportunities in management p > Conduct a wast target > Install onsite registarget > Install onsite registarget > Engage with or reduce scope 3 > Assess green hy with supply choose and financial a > Development or green building > Utilise regiona impact assessment > Engage with or green building > Development or green building > Utilise regiona impact assessment > Engage with or green building > Partner with or bevelop climated
Biodiversity and ecosystem protection	Biodiversity net gain across all future capital and dredging projects	 Continue partr monitoring and Partner with th monitoring and Develop Lands Establish meas
Environmental compliance and management	Zero environmental non-compliance	 Conduct air qui Monitor and main risk sites Implement was dredging and signed and

2022 - 2025



SDG

vill do

e measurement of fuel consumption through the arging/refuelling infrastructure	7, 12
on-site electrification and renewables feasibility	
arket scan to identify and assess alternative fuels	
oportunities relating to electrical services and f shore power with our customers	
te-related transition risk mitigation and ies into internal processes, including enhanced asset nt planning	
waste audit and develop a waste reduction plan and	
te renewable energy generation systems where this as feasible	
h our customers, contractors and suppliers to be 3 emissions	
n hydrogen generation and export opportunities / chain partners	
te-related physical risk mitigation into internal ncluding enhanced asset management planning, al and criticality modelling	9, 13
nt of FPH sustainable development guidelines and ling design specifications.	
onal sea level rise and flood models to conduct essments on critical infrastructure	
h government and other local stakeholders to one of the state of the s	
h our stakeholders in energy transition planning mate reporting in line with TCFD	
artnership with government in Bird Island and management	14
h the local community/NGO in ecological and restoration	
ndscaping Guidelines	
easures of biodiversity (terrestrial and marine)	
r quality risk assessment of bulk materials berths d model operational and traffic noise from high-	11, 14
water quality monitoring program to inform nd stormwater management plans	
contaminated site management strategy	
o monitor PFAS at M Berth in Port Adelaide's Inner Id engage with stakeholders	
idance on environmental compliance and ty for port tenants and users	
O 14001 Certification	



Business ethics and transparency

Good management and oversight of companies is a strong indicator of sustained financial performance over the long-term. It includes our board structure and function, our risk management and other governance policies and practices, our culture and values and how we monitor, measure and report our progress and results.

The integration of sustainability into our internal governance processes is critical to the success of this plan. For example, we will continue to build aspects of environmental, social and financial considerations into our decision-making and procurement. In this way we will create more than just economic value – we will build natural and social value.

Our shareholders encourage and actively request ESG reporting, and we intend to be transparent and proactive in providing information to all our stakeholders. In this way they will understand more about what we stand for, how we operate and what we can achieve.

We will be further developing appropriate performance indicators, goals and targets which will drive us forward. As a prerequisite, we will expand our baseline data set to enable us to develop these in a meaningful and robust fashion.

Physical and cybersecurity

FPH understands the risk of business disruption is ever present. To successfully navigate future disruptions - and achieve business resilience we must adopt an agile mindset and maintain fit-for-purpose processes.

Physical and cybersecurity events are two primary focus areas where we continually plan for and adapt to, ensuring we maintain critical functionality and thrive. In the event of a major incident or disruption, FPH aims to ensure continuity of operations, commercial viability, and reputation.

FPH is committed to maintaining a secure maritime border at each of our seven port locations. We work closely with Federal border agencies and local police and emergency services to monitor and mitigate risks to the security of our assets, personnel and port users.

Our Cyber Resilience Roadmap continues to establish our capability for effectively managing cyber risk and it enables us to confidently embrace new technology, unpinning the delivery of our Digital Strategy and our desire to become a smart port. Delivery of our roadmap is an essential element in providing stable and resilient operations and ensuring ongoing compliance with recent legislative changes including the Security of Critical Infrastructure Act.

We don't view cyber risk as solely a technology issue. A significant focus of our recent investment has been to build greater awareness of cyber threats and associated impact across FPH.

We are rapidly adopting industry standard cyber frameworks including the National Institute of Standards and Technology's (NIST) Cyber Security Framework and the Australian Cyber Security Centre (ACSC) Essential Eight controls to enable us to measure our cyber posture and inform our enterprise risk position. This approach has also established a clear roadmap and target maturity.

Governance

Material Topic	Targets	w	hat
Business ethics and transparency	Zero non-compliance Material ESG data published annually by 2023	> > >	Eml Cor into Esta and
Physical and cyber security	Zero material security breaches Zero material cyber incidents Cyber security framework attains Essential Eight	~ ~ ~ ~	Cor Mai Cor Cor to k froi Cor
	Maturity Level 2 by 2023 and Level 3 by 2025		Roa

Success is:

- legislative requirements
- reporting and decision making
- disruption and/or unauthorised access



we will do

bed Compliance Framework ntinue to embed ethical sourcing principles o procurement processes ablish annual reporting cycle for ESG data

d performance

ntinue to maintain and regularly stress test ritime Security Plans

ntinue to roll out Cyber Resilience framework to et target national and international benchmarks ntinue cyber awareness and influence campaigns build internal knowledge of harm minimisation m cyber threats

ntinue to implement Digital Transformation admap

> Delivering consistency and ensuring compliance with our governance and

> Embed Integrated Thinking and reporting through business processes,

> Maintaining a comprehensive set of cyber security controls to protect against

SDG

Q

People

HEME B

FPH is committed to the investment in our people and to fostering a diverse and high-performance culture that celebrates the value our people bring to the organisation.

Health, Safety and Wellness

We are focused on our safety commitment and believe that we cannot achieve our strategic and operational objectives without an unwavering focus on health and safety. In FY2022, FPH reported a reduction in Lost Time Injury Frequency Rate (LTIFR) and Total Reportable Injury Frequency Rate (TRIFR) from the previous year. Our goal is to continue this trend year on year.

FPH is committed to, and prioritises creation of, a workplace where people feel safe and no-one is harmed. FPH supports raising issues, reporting near misses and events, and working collaboratively to find safety improvements to protect health, safety and wellbeing.

FPH's Work, Health and Safety (WHS) framework is focused on the adoption of leading practices that promote and reinforce a positive safety culture. We clearly identify that our people are critical to the ongoing success of our business and as such their personal safety and wellbeing are essential.

Leadership and Workplace Culture

At FPH, we focus on developing leadership skills and maturing our people processes to meet our strategic goals. In 2022 we introduced the FPH Capability Framework, which forms the foundation for us to invest in our people to reach their full potential, provides clarity of what we expect from leaders and creates a foundation for us to mature our processes.

There is a direct correlation between what our leaders do and how our employees feel. Not only does a mature culture drive operational performance, embed integrity and values-centred behaviour and facilitate good governance, but is fundamental to engaging with our workforce.

Employee Engagement

Our biennial employee engagement survey was conducted in 2022, recording an engagement score above the national average for businesses of our size. The survey highlighted areas requiring additional focus, providing us with clear direction for the next two years. It also reinforced the gains we've made and recognised our work improving communication and engagement across our geographically dispersed workforce.

From this survey we noted an increased proportion of employees agreeing with the statement that FPH is "committed to sustainability, specifically in how we address risks and opportunities relating to environment, climate change, community, workforce, and governance". Employee consultation and leadership will be crucial in successfully implementing this Sustainability Plan, whilst also serving to drive ongoing engagement in this space.

Diversity and Inclusion

Pursuit of diversity and inclusion (D&I) goals not only contributes to organisational culture and individual wellbeing but delivers to the bottom line. Companies with more than 30% women executives are more likely to outperform companies that don't achieve this benchmark. Similarly, companies with a diverse workforce and inclusive culture experience higher levels of engagement and productivity and employee retention rates.

FPH is a significant employer in South Australia, with a workforce totaling over 700. A diversity of skills is essential to running FPH's broad port-related operations. FPH is leveraging its unique position in South Australia's employment landscape to meet its D&I goals and be an employer of choice.

Significant strides have been made in the past two years in the area of D&I, with the establishment of several key governance elements. In 2019, we conducted our first employee D&I Survey and developed our first D&I Policy and Plan.

Furthermore, a Council has since been established and Plan implementation commenced.

In 2022 the Employee Engagement Survey included questions aimed at better understanding the diversity that already exists in our workforce and investigating key areas of inclusion: valuing unique backgrounds and identities; providing a safe and supportive workplace and valuing diversity in our workplace.

Vocational pathways for Aboriginal and Torres Strait Islander youth and adults are evolving through our partnership with the Clontarf Foundation. This program is expected to see First Nations participation rates in our workforce steadily increase in the coming years as students transition through secondary education into vocational training and direct employment.

Core focus areas are gender equality, LGBTIQ+ inclusion and indigenous engagement and representation. In the coming period, we will undertake the task of assessing gender equality data by business unit and work area, understanding that bespoke plans are required to set achievable targets and make strides towards sustained access by and retention of women across all employee groups.



Success is:

- People feeling safe and no-one is harmed
- Fostering engaged and empowered people
- Leveraging the skills, experiences and diversity across FPH for the benefit and learning of all
- > A truly inclusive workforce

People

Material Topic Targets

Health, safety and wellness

Reduction in LTIFR and TRIFR per year

Employee engagement, leadership and workplace culture Employee engagement (%) to exceed industry benchmark

Diversity and inclusion

Women occupy 30% of senior leadership roles by 2030

Reconciliation Action Plan (RAP) certified and published by 2025



 \checkmark

SDG

What we will do

>	Deliver the Safety Strategy	3, 8
>	Roll out the staff wellbeing program	
>	Maintain ISO 45001 certification	
>	Roll out of the enhanced FPH Capability Framework to all frontline leaders and employees	8
>	Conduct a biennial Employee Engagement Survey	
>	Deliver workforce digital programs as enablers for FPH's employee capability and performance programs	
>	Develop and implement a gender diversity strategy.	5, 8
>	Continue to remove gender and cultural bias from recruitment processes and documents	
>	Implement strategic actions arising out of annual gender diversity and gender pay gap data reporting	
>	Develop and implement a Reconciliation Action Plan	



4

In delivering its mission, FPH serves all communities in South Australia. The relationships that FPH has with its external stakeholders support shared prosperity through economic opportunities and improved quality of life by advancing trade, travel and employment creation.

Port facilities, services and programs benefit our diverse regions in many ways, presenting both challenges and opportunities. Through ongoing vocational offerings, community development and sponsorship programs, FPH combines relationship building and partnership creation with a commitment to being one with our communities, so they thrive now and into the future.

FPH continues to expand its participation in and support for community groups such as schools, sports clubs, sailing clubs, environmental groups and seafarer societies, driving mutual benefits and building cohesion.

FPH is also a proud supporter of communitybased programs and events that align with our values and those of our regions, including but not limited to:

- Clontarf not-for-profit organisation providing educational, vocational and life skills for Aboriginal youth
- The One and All Tallship supporting two cadets through a one-year program with pathways to maritime industry employment
- Vinnies CEO Sleepout supporting people experiencing or at risk of homelessness
- Bird Island restoring coastal habitat and protecting the endangered migratory Fairy Tern

Our relationships are further strengthened through strategic communication with port users and neighbours on strategic capital development and maintenance programs, including dredging. FPH seeks to build on this foundation by creation of a community reference group to include members from government, local industry, community and FPH to facilitate an open and ongoing dialogue.

Communities

Co

aterial Topic	Targets	What v
ommunity hesion, gagement d investment	Increase level of stakeholder engagement Establish vocational pathway for Clontarf participants	 Exten mana Estab as a for relate Estab a loca Conti throu Conti vocat Islando Conti progr Creat and co local of the second secon



- > Meeting the community and societal expectations across all our locations and sites
- > Fostering community trust
- > Creating employment and personal growth opportunities for local Aboriginal youth

we will do

- nd our stakeholder engagement framework in risk agement and capital project delivery
- blish a stakeholder consultation / reference group, forum to share and discuss port and communityred issues
- olish a research and development partnership with al tertiary institution
- inue to extend communication on ESG topics ugh social media and FPH website
- tinue to support positive educational and tional outcomes for Aboriginal and Torres Strait der youth through the Clontarf partnership
- inue evolution of a targeted social investment gram
- te a cultural and social calendar, acknowledging celebrating significant cultural events as well as environmental and community-based campaigns

11, 4

SDG

Annex

UN Sustainable Development Goal Mapping

Highest level of contribution by FPH

B Good Health and Wellbeing	Target 3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
	Target 3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents
	Target 3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
goal	Target 5.1	End all forms of discrimination against all women and girls everywhere
Gender Equality	Target 5.2	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
	Target 7.2	By 2030, increase substantially the share of renewable energy in the global energy mix
Affordable and Clean Energy	Target 7.3	By 2030, double the global rate of improvement in energy efficiency
	Target 12.2	By 2030, achieve the sustainable management and efficient use of natural resources
Responsible Consumption and Production	Target 12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
	Target 12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
Verticate Action	Target 13.2	Integrate climate change measures into national policies, strategies and planning





By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

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

Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

Other contribution by FPH continued

GOAL	11	Target 11.4	Strengthen efforts to protect and safeguard the world's cultural and natural heritage
	Sustainable Cities and Communities	Target 11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
		Target 11.11	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels
GOAL	Life Below Water	Target 14.1	By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution
		Target 14.2	By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive ocean







P: + 61 (0)8 8447 0611 | F: + 61 (0)8 8447 0606 flindersportholdings.com.au/sustainability

ACKNOWLEDGMENT OF COUNTRY

Flinders Port Holdings acknowledges the Traditional Owners of the land and waterways on which we operate, and pays respect to Elders past, present and emerging.