Disclaimer
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Cover: Mill Stream Lookout, Port Botany.
EXECUTIVE SUMMARY

This report outlines six areas of Sydney Ports’ operations: resources, environment, community, people, growth and port operations including supply chain from 1 July 2011 to 30 June 2012.

In 2011/12 Sydney Ports’ main sustainability focus was on resource efficiency, environmental monitoring and community consultation on port projects.

Sydney Ports continued to closely monitor its electricity, water, natural gas and fuel usage. Before the end of 2011/12, a new electricity supplier was appointed to supply 13 of our largest sites which accounted for more than 90 per cent of our usage.

It is Sydney Ports’ aim to protect the environment from adverse impacts from port operations. For the third consecutive year, there were no environmental notices issued against Sydney Ports in 2011/12.

During the year, Sydney Ports participated in two major environmental initiatives, Business Clean Up Australia Day and Earth Hour. Sydney Ports coordinated staff, tenants and community members and collected over 13 bags of recyclable materials and 15 bags of general waste from Tower Beach, Botany Bay and surrounding areas, as part of Business Clean Up Australia Day.

It was also the sixth consecutive year that Sydney Ports switched off all lights and electrical equipment, not essential to safe port operations for Earth Hour.

In March 2012, Sydney Ports commenced a $3 million environmental monitoring program of Penrhyn Estuary at Port Botany. The program will monitor the sea grass, salt marsh, migratory birds, benthos and water quality and evaluate the success of the habitat’s enhancements over five years.

Sydney Ports has also continued to build its relationships with local communities through regular meetings of its four Community Committees and the sponsorship of community events in the areas surrounding the ports.

Port growth was an important aspect of 2011/12 with the handover of the new terminal at Port Botany and a record 199 cruise ships visiting Sydney Harbour compared to 153 in the previous year.

In September 2011, the New South Wales (NSW) Government announced the intention to proceed with a long-term 99-year lease of Port Botany. This includes the Bulk Liquids Berth, Enfield Intermodal Logistics Centre and Cooks River. Sydney Ports’ Board of Directors, executives and staff have worked closely with NSW Treasury to ensure that the transaction enables Sydney Ports to continue functioning as an effective State-owned Corporation looking after the port interests in Sydney Harbour, Eden and Yamba and the waterside operations in Port Botany.
OUR COMMITMENTS

PHILOSOPHY
To create a balance between short-term priorities and long-term benefits by making sustainability integral to all our business decisions.

RESOURCES
To continually reduce the amount of resources consumed by Sydney Ports, including water, energy and materials.

ENVIRONMENT
To protect the environment from adverse impacts associated with our ports and their operators.

COMMUNITY
To continue to foster better understanding and relationships of mutual benefit between the community, our ports and their operators.

OUR PEOPLE
To increase employee satisfaction, to attract and retain staff and to ensure a diverse, healthy and safe workplace.

GROWTH
To plan for and promote port growth, increases in trade and maintain essential port-related infrastructure and transport logistics.

PORT OPERATORS & SUPPLY CHAIN
To advocate sustainable practices in planning, developing and operating the port supply chain, and to influence port operations to conduct business in ways that are sustainable.
PORT OPERATIONS CAN BE ENVIRONMENTALLY FRIENDLY AND COMMERCIAL VIBRANT. SYDNEY PORTS HAS DEVELOPED A GOOD UNDERSTANDING OF ITS BASELINE RESOURCE USE AND FOCUSED ON DECREASING ITS USAGE – IN PARTICULAR ELECTRICITY, NATURAL GAS, FUEL AND WATER.

Our performance

In 2011/12 Sydney Ports reviewed its energy contracts in preparation for future price increases and the introduction of the Federal Government’s carbon price. Sydney Ports re-tendered for an electricity supplier for 13 of its largest sites which contributed to 90% of its electricity usage. Competitive tenders were sought from major electricity providers and a new supplier was appointed on 1 July 2012. This resulted in savings of approximately 20% of Sydney Ports’ total energy bill. This reduced the impact of price increases that occurred throughout the year as a result of increasing distribution costs and the introduction of the carbon price.

Our resources

<table>
<thead>
<tr>
<th>OFFICES</th>
<th>NAV AIDS</th>
<th>VEHICLES</th>
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<tbody>
<tr>
<td>3</td>
<td>192</td>
<td>48</td>
</tr>
</tbody>
</table>
“As a specialist retailer of electricity to large commercial and industrial customers ERM Power is delighted to have been chosen by Sydney Ports Corporation as its electricity retailer. We look forward to partnering with Sydney Ports and assisting them in managing their electricity usage and providing a high level of service.”

CRAIG DICKENSON
Manager Major Customers
ERM Business Energy

LOOKING AHEAD

In 2012/13 Sydney Ports’ Energy Working Group will investigate whether building management systems that control air conditioning and lighting at key sites can be optimised to reduce energy usage.

Sydney Ports will also continue to identify energy and resource efficient initiatives as part of major construction projects.

KEY COMMITMENTS FOR 2012/13

- Define measures to increase efficiency of energy and water utilisation; and
- Develop and implement Resource Management plans.
ENVIRONMENT

SYDNEY PORTS PLAYS A SIGNIFICANT ROLE IN MANAGING TWO OF NEW SOUTH WALES’ MOST VALUABLE NATURAL RESOURCES – SYDNEY HARBOUR AND BOTANY BAY. SYDNEY PORTS’ AIM IS TO PROTECT THE ENVIRONMENT FROM ADVERSE IMPACTS ASSOCIATED WITH THE PORTS AND THEIR OPERATIONS.

PERFORMANCE AGAINST 2011/12 COMMITMENTS

<table>
<thead>
<tr>
<th>Commitment</th>
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</thead>
<tbody>
<tr>
<td>Conduct post-construction environmental monitoring of habitat enhancement works at Penrhyn Estuary as part of the Port Botany Expansion (PBE) project</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Review and update the Green Port Guidelines in line with tenant feedback and best practice</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Develop a Corporate Social Responsibility (CSR) Strategy</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Continue to participate in community events including Business Clean Up Australia Day and Earth Hour</td>
<td>ONGOING</td>
</tr>
</tbody>
</table>

OUR PERFORMANCE

Environmental enhancement works for Penrhyn Estuary were undertaken as part of the PBE project to expand the existing shorebird habitat, continue to attract migratory shorebirds; create seagrass habitat; and expand the area of saltmarsh habitat.

In March 2012, Sydney Ports commenced a five year post-construction environmental monitoring program including monitoring of seagrass, saltmarsh, migratory birds, benthos and water quality to assess the success of the habitat enhancement project. Early monitoring results from the first half of 2012 will be used to set a benchmark for future rounds of monitoring.

**BENTHOS**

The most abundant species in the sand flats were *Veneridae* (bivalve), *Naticidae* (gastropod), *Nereididae* and *Capitellidae* (polychaete). While in the mud flat sites the species were *Veneridae* and *Capitellidae*; and on the hard ground were *Littorinidae* (periwinkle gastropod), *Ostreidae* (oyster) and *Grapsidae* (crab). There was a greater abundance of animals in the mud flats than the sand flats, but the sand flats had a greater number of species (35 compared to 24 in the mud flats).

**SALTMARSH**

The cover within the saltmarsh habitat at Penrhyn Estuary was dominated by three species of saltmarsh (*Sarcocornia quinqueflora*, *Sporobolus virginicus* and *Suaeda australis*) and bare ground. The plants were generally in good condition with no dead plants or invasion of grey mangroves recorded at any of the monitoring locations.

**SHOREBIRDS**

Peak numbers of some shorebirds during the summer count were higher than recorded in 2010/11, including Pacific Golden Plovers (16 up from 13), Bar-tailed Godwits (42 up from 31) and Red-necked Stints (24 up from 6). Counts of Double-banded Plover were slightly lower than the previous season (20 down from 22). Overall there was an increase in peak counts of most key species, however, high numbers were not consistent throughout the season, which resulted in lower averages.

**SEAGRASS**

Along Foreshore Beach, the most commonly recorded species during transect surveys was *Halophila spp*. Other species were less common. Seagrass was not recorded in any of the monitoring locations in the rehabilitated area. In Quibray Bay (a transplant site located outside Penrhyn Estuary), preliminary data indicates that the “whole” seagrass transplant treatment method appears to be the most successful out of all the tested methods.
WATER QUALITY

Overall, water quality of Penrhyn Estuary is similar to other control sites in Botany Bay. ANZECC (2000) trigger values in slightly disturbed estuaries have been used to assess the results, and some results have been found to exceed these values on occasion. Total suspended solids both within Penrhyn Estuary and at other Botany Bay control sites frequently exceeded the trigger value, while a number of samples within Penrhyn Estuary have exceeded nutrient trigger values. This is likely to be attributed to increased rainfall during the monitoring period.

Sydney Ports is committed to reviewing its environmental practices and policies. The Green Port Guidelines were created in 2006 to help improve the sustainability of new developments and to encourage continuous environmental consideration in existing activities at the port by Sydney Ports and its tenants.

In June 2012, sustainability consultant Banarra was appointed to update the guidelines to meet current industry best practice as well as modifying the structure and application of the checklist to improve usability.

The new guidelines will consider and be aligned with similar industry tools such as:

- AGIC Infrastructure Sustainability Rating Scheme;
- Green Star Industrial Rating Tool; and
- Railcorp NSW Sustainable Design Guidelines for Rail.

The new guidelines will be completed in the first quarter of 2013 and applied to new developments in the port later in the year.

In 2011/12, a Corporate Social Responsibility (CSR) Strategy was developed by an internal working group comprising of representatives from Human Resources, Corporate Affairs, Environment and Logistics. The CSR Strategy, developed in line with the Sustainability Policy on page 3, allows Sydney Ports to clarify the work currently undertaken, identify opportunities for the future and prepare action plans to achieve these goals.

In early 2012, the CSR Strategy was placed on hold in response to the announcement of the long-term lease of Port Botany. However, the majority of the initiatives proposed under the Strategy were implemented. Examples of the CSR initiatives include participating in the national environmental campaigns such as Business Clean Up Australia Day and Earth Hour.

For the fifth year in a row, a team of Sydney Ports’ staff participated in the Business Clean Up Australia Day on 28 February 2012. The clean up was held at Tower Beach in Kyeemagh, adjacent to Port Botany. The team collected 13 bags of recyclable material and 15 bags of general waste from the beach and vegetated areas. Staff received positive feedback and thanks from members of the public on their clean up efforts.

Sydney Ports’ staff members that were unable to attend the outdoor clean up were invited to take part in an Office Environment Clean Up. This event encouraged staff to look at ways at “greening” our office by decluttering workspaces, recycling appropriate material and reusing office resources.

In March 2012, Sydney Ports participated in Earth Hour by switching off non-essential lighting at its Corporate Office in Walsh Bay, the Sydney Ports Operations Centre at Port Botany and the Overseas Passenger Terminal at Circular Quay. Tenants at Port Botany and Sydney Harbour were also encouraged to participate. Sydney Ports has been involved in this great Australian environmental initiative since its launch in Sydney in 2007.

Due to the 24 hour nature of port operations, lighting was not switched off in some areas of the port due to safety and navigational requirements however, Sydney Ports endeavours to participate in this initiative as widely as possible.
Protecting the environment is a key objective of Sydney Ports’ daily operations. There were no environmental notices issued against Sydney Ports this year, maintaining its positive record of environmental compliance for the last three years.

In March 2012, Sydney Ports was presented with a National Biosecurity Award by the Federal Minister for Agriculture for its role in preventing a major biodiversity risk. In May 2011, a group of Australian farmers purchased fertiliser from China, the fertiliser imported were bags of soil that contained seeds, feathers and other contaminants. If released, the soil could have spread a range of bacteria, viruses and other plant pathogens, potentially seriously damaging Australia’s agriculture and environment.

The contaminated bags were part of a 34 container shipment and returning them to China was not an easy task. Biosecurity officers collected the bags and brought them to Sydney where they stayed for months.

The award recognised the collaboration and work of Shipping Australia, ANL, Qube Logistics, DP World, FP Marine Risk and Sydney Ports that effectively facilitated the return of the containers to China in January 2012.

Sydney Ports aims to protect the environment and also works hard to improve it. Since 2009, Sydney Ports has worked with NSW Roads and Maritime Services (formerly known as Roads and Traffic Authority) to improve air quality at Port Botany through the free installation of catalytic converters in road transport vehicles.

In 2011/12, there were 21 vehicles that participated in the program. Since the program was implemented there have been 79 vehicles with new converters installed.

Looking ahead

Sydney Ports will continue to strive towards protecting and improving the port environment, both landside and marine. Next year, this will include the review of internal policies that relate to business and operational decisions that have the potential to impact on the environment.

We will also continue to participate in environmental and community campaigns including Earth Hour and Clean Up Australia Day.

“The Penrhyn Estuary Habitat Enhancement works undertaken by Sydney Ports has greatly increased the area of intertidal feeding and roosting sites for migratory shorebirds. The Estuary is considered the most significant site in Botany Bay for a number of migratory species, including the Pacific Golden Plover and Double-banded Plover, who use the site to feed and gain body mass at a critical stage before and after the long journey to their breeding grounds.

“Our monitoring of shorebirds in the last peak season (2011/12) revealed that populations have remained relatively stable since the previous season, with a peak count of 42 Bar-tailed Godwit, 16 Pacific Golden Plover and 20 Double-banded Plover. Interestingly, we’ve seen a substantial increase in the number of shorebirds using the site at night, both feeding and roosting. As the estuary evolves over time with increased productivity of benthic invertebrates, we expect to see larger numbers of migratory shorebirds returning to the site.”

Phil Straw
Avian and Wetlands Ecologist
Avifauna Research & Services Pty Ltd

Key Commitments for 2012/13

- Develop a framework for considering environmental implications of business decisions;
- Review and update the Green Port Guidelines to produce a new version; and
- Conduct post-construction environmental monitoring of habitat enhancement works at Penrhyn Estuary as part of the PBE project.
Sydney Ports was approached by RMIT University in 2011 to participate in its Resilient Ports Research Project to investigate the vulnerability of port infrastructure to climate change. The project reviews port operations, including infrastructure, supply chain and workforce to determine how best to adapt to the impacts of climate change.

There are three research objectives for the project:

- To gain a better understanding of the complex mix of climate and non-climate drivers that are likely to affect future port operations;
- To assess the vulnerability of core port infrastructure, and identify appropriate adaptation options;
- To assess the vulnerability of other elements at risk in the wider port environs, and identify appropriate adaptation options.

Port Botany was identified as the preferred container port case study. Gladstone Port Corporation and Port Kembla Port Corporation were also approached to participate as bulk port case studies.

In 2011/12, Sydney Ports provided information and feedback to researchers on planning horizons, assets, freight, supply chain and risk management. We also attended workshops with key stakeholders to discuss methodology and results. Other stakeholders involved in the project include CSIRO, Engineers Australia, Maritime Union of Australia, National Transport Commission, Ports Australia, Transport and Logistics Industry Skills Council, University of Melbourne, University of Technology Sydney and VU University Amsterdam.

The project is scheduled for completion by the end of 2012 and Sydney Ports’ 2012/13 Sustainability Report will include a summary of the outcomes of the project. A key outcome of the project will be to develop new knowledge and assessment methodologies for enhancing port resilience.

**CASE STUDY**
**RMIT RESILIENT PORTS PROJECT**

Sydney Port S CorpORATION SUStainaBiLity rePort 2011/12

**FACT**

**SIX EMERGENCY RESPONSE STAFF SPENT 10 DAYS CLEANING THE SPILL OF HEAVY FUEL OIL FROM THE CONTAINER SHIP *RENA*, WHEN SHE RAN AROUND OFF NEW ZEALAND’S NORTH ISLAND.**

**FACT**

**3 YEARS**

**SYDNEY PORTS HAS MAINTAINED ITS POSITIVE RECORD OF ENVIRONMENTAL COMPLIANCE FOR THE LAST THREE YEARS.**
COMMUNITY

SYDNEY PORTS IS RESPONSIBLE FOR MANAGING THE IMPACTS OF ITS BUSINESS ON THE WELLBEING OF THE COMMUNITIES IN WHICH IT OPERATES. OUR AIM IS TO CREATE A MUTUALLY BENEFICIAL RELATIONSHIP AND A GREATER UNDERSTANDING BETWEEN THE COMMUNITY, THE PORT AND ITS OPERATORS.

PERFORMANCE AGAINST 2011/12 COMMITMENTS

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<tr>
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<tbody>
<tr>
<td>Continue to manage the potential impacts from the PBE project through the Community Consultative Committee</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Communicate educate and provide feedback on port operations by convening the Port Botany Neighbourhood Liaison Group and the Glebe Island White Bay Community Liaison Group</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Continue to facilitate the Community Liaison Committee for the ILC at Enfield</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Undertake proactive education and awareness campaigns</td>
<td>ONGOING</td>
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OUR PERFORMANCE

Sydney Ports facilitates a number of consultation groups in communities surrounding our port facilities in Sydney Harbour, Port Botany and at Enfield. This is critical to ensure our community members are provided with up-to-date information on projects in the port precincts and can provide feedback and participate in the decision making process.

In 2006, Sydney Ports established the Port Botany Expansion Community Consultative Committee (CCC) to seek local community input into the Container Terminal Expansion Project. Three meetings were held in 2011/12. A number of important events occurred during the year including the handover of the completed expansion area to Sydney International Container Terminals Limited (SICTL) for the fitout of the new terminal. Community members were integral in discussion around noise abatement measures, dust control and other environmental impacts.

Due to the duration of the PBE project, there was a turnover of some of the CCC members. In 2012/13, Sydney Ports will seek expressions of interest from local community members including residents, business owners/operators and community group representatives – to join the CCC to help ensure that the meetings continue to be adequately represented.

In addition to the PBE CCC, Sydney Ports also facilitates the Port Botany Neighbourhood Liaison Group. This group was established in August 2008 and meets quarterly with tenants, key external stakeholders and community members. During 2011/12, the Environment Protection Authority (EPA) was identified as an important stakeholder and was invited to attend the Port Botany Neighbourhood Liaison Group meeting for the first time.

Sydney Ports also facilitates the Glebe Island/White Bay Community Liaison Group (CLG). Four regular meetings were held throughout the year and the key issues discussed included Baileys Marine Park, White Bay Cruise Terminal, the Bays Precinct Taskforce, and short-term uses of Glebe Island and White Bay.

In addition to the regular meetings, Sydney Ports held two independently chaired workshops with residents, the Glebe Island/White Bay CLG, Leichhardt Municipal Council (Council) and the Balmain Rozelle Chamber of Commerce, to discuss options for public access to the new Cruise Terminal at White Bay. The workshops on 9 February 2012 and 1 March 2012, gave the community a voice in the development of public access options when the terminal is not being used for port operations. It also provided valuable feedback to Sydney Ports regarding modifications to the project.

Consultation also continued with the Enfield Community Liaison Committee (CLC) for the development of the Intermodal Logistics Centre (ILC). In 2011/12 five meetings were held and for the first time, council members from Bankstown, Canterbury and Strathfield were invited to help ensure that the information is consistently communicated to all key stakeholders.

FACT

97% OF COMMUNITY ENQUIRIES TO SYDNEY PORTS WERE RESPONDED TO WITHIN 48 HOURS.
The committee members have been very enthusiastic in providing feedback to Sydney Ports and Leighton Contractors, specifically on the possibility of removing stockpile material from the site, the creation and maintenance of ponds for the endangered Green and Golden Bell Frog and changes to the ILC concept design.

Sydney Ports is also committed to undertaking education and awareness campaigns to help inform the communities around the ports. In the reporting year, Sydney Ports became a Silver Sponsor of the Australian Marine Environment Protection Association (AUSMEPA). AUSMEPA is a not-for-profit organisation that aims to increase marine environmental awareness in Australians by means of education, information and publicity.

COMMUNITY INVESTMENT AND SPONSORSHIP

Sydney Ports has a long history of supporting communities that work, live and enjoy the port precincts in which it operates. It does this by investing in a wide variety of activities to help add value to local community programs.

This year was the 12th consecutive year that Sydney Ports sponsored the Australia Day Council of NSW. As part of these activities Sydney Ports hosted the Sydney Ports’ Jazz on the Water concert at Pirrama Park and Johnstons Bay and was a major sponsor of the Australia Day Best Dressed Vessel Competition on Sydney Harbour. The annual Harbour Parade was led by Sydney Ports’ tug Shirley Smith and Marine Services.

The activities that Sydney Ports support vary depending on individual community requirements. In November 2011, Sydney Ports purchased a new flagpole for the Father John Therry Primary School in Balmain. The school recently received new buildings under the Federal Government’s Building Education Revolution (BER) scheme and needed a flagpole to complete the project.

Sydney Ports and Bankstown City Council officially opened the newly upgraded amenities building at Roberts Park on 1 March 2012. The two-storey amenities building included a new kiosk, club house, viewing area, change room and an outdoor pergola area.

“\textit{I have been a social activist all my working life. But, being a psychologist by trade, I choose to participate in a constructive, rather than confronting way; I choose to actually get things done rather than just jumping up and down. Working with Sydney Ports on the White Bay consultation process has allowed me to do this. Things can and do get done.}”

\textbf{DAMIE COBLEY-FINCH}

Glebe Island/White Bay Community Liaison Group

Marine Services responded to 447 marine incidents, including 320 marine pollution events and 10 fire-fighting operations. The graph above depicts environmental and community concerns only.
Sydney Ports invested $350,000 and an additional $250,000 was contributed by Bankstown City Council to complete the landscape master plan. The improvements to these facilities were an important part of Sydney Ports’ Community Enhancement Program for the development of the ILC at Enfield.

In March 2012, Sydney Ports also launched a campaign focused on providing safety information to recreational users of Sydney Harbour via the sponsorship of the Sydney Harbour Regatta and the Middle Harbour Yacht Club. This provided Sydney Ports with a unique opportunity to distribute marine safety information via its Steer Clear flyer. For more information on Steer Clear visit www.sydneyports.com.au > Marine Services > Port Safety

LOOKING AHEAD

Maintaining community relations is an important priority of Sydney Ports. The programs we participate in will depend on community requirements, resources and projects. An upcoming goal will be to communicate the availability of the AUSMEPA resources to local schools around the port precincts and continue its support of local programs.

CASE STUDY

**“THE GREAT GATSBY”**

The Great Gatsby film set in front of the White Bay Power Station.

In 2011, Sydney Ports was approached by Baz Luhrmann through Bazmark Film III Pty Limited to film scenes for a remake of the classic F. Scott Fitzgerald novel, The Great Gatsby. The film, which was entirely shot in New South Wales, began its principal shoot on 1 September 2011 and stars Leonardo DiCaprio, Tobey Maguire, Carey Mulligan and Joel Edgerton.

Luhrmann identified the land in front of the White Bay Power Station as the perfect place to recreate one of the most important locations for the film – The Valley of Ashes, where ash from private and industrial sources was dumped in great quantities on New York’s outskirts. It is also home to one of the main characters of the film, Myrtle Wilson, who was Tom Buchanan’s mistress.

Bazmark Film approached Sydney Ports to use this location as it contained many elements required for filming including an existing rail line and the White Bay Power Station which was built during the 1920s.

Before the shoot began, Bazmark Film, in conjunction with Sydney Ports, proactively communicated information related to activities on the site to the local community.

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**KEY COMMITMENTS FOR 2012/13**

- Continue to facilitate the community committees at Glebe Island/White Bay, Enfield and Port Botany;
- Continue to evaluate existing and new opportunities for community investment and sponsorships; and
- Communicate the opportunity to access materials from AUSMEPA to increase understanding of marine environments and port operations.

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OUR PEOPLE

AS A MANAGER OF MAJOR INFRASTRUCTURE IT IS VITAL SYDNEY PORTS DEVELOPS AN APPROPRIATE MIX OF SKILL, EXPERIENCE AND PERFORMANCE TO MEET THE NEEDS OF OUR STAKEHOLDERS AND ACHIEVE OUR CORPORATE GOALS. OUR AIM IS TO INCREASE EMPLOYEE SATISFACTION TO ATTRACT AND RETAIN STAFF TO ENSURE A DIVERSE, HEALTHY AND SAFE WORKPLACE.

PERFORMANCE AGAINST 2011/12 COMMITMENTS

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<tbody>
<tr>
<td>Continue to update the integrated training and development plan across Sydney Ports</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Follow up on actions from the 2011 Employee Opinion Survey by reviewing the performance of programs that have been developed under the four areas of focus</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Investigate the feasibility of reintroducing general health checks for all staff including skin checks for Sydney Ports’ staff that are required to work outdoors</td>
<td>COMPLETED</td>
</tr>
</tbody>
</table>

OUR PERFORMANCE

During 2011/12, the main integrated training and development plan for staff was the introduction of the Signals Workshop Series, which was designed to build self-awareness and provide a greater understanding of leadership and team membership to create more successful teams and a positive workplace environment. The workshops aimed to enhance staff potential for self-development and leadership. By providing these workshops to all staff, Sydney Ports is delivering key content of the Managerial Leadership Training (MLT) conducted in the previous year, throughout the organisation.

The implementation of Signals also helped address the focus of leadership highlighted in feedback received from the 2011 Employee Opinion Survey. The other three areas that were identified were brand promise, innovation/consultation and career opportunities.

Sydney Ports’ brand promise and ongoing career opportunities are areas that are evolving. An Employee Value Proposition was developed and staff members who have had long-term tenure were asked to provide testimonials to highlight how their career has progressed at Sydney Ports. Human Resources is also continuing to ensure that career and training opportunities are available for all staff.

Effective internal communication improves staff engagement and awareness of projects within Sydney Ports. Regular internal emails, newsletters, CEO fortnightly updates and briefing sessions, provide consistent information and help keep staff informed of internal and external activities of Sydney Ports. Staff briefings Getting to Know your Colleagues and Industry included internal and external guest speakers to highlight current projects.

Sydney Ports also continued its Life Balance program focused on providing health advice to staff. Key initiatives of this program include healthy food cooking demonstrations, physical health checks, tips on staying healthy and free flu vaccinations. In line with this program, fresh fruit is delivered twice a week to all Sydney Ports’ sites.

Sydney Ports will introduce skin checks for staff in specific roles that require them to work outdoors every day. The option to have free skin checks will commence at the end of 2012.

GROWING AND DEVELOPING OUR WORKFORCE

Sydney Ports is committed to ensuring that our workforce and staff capabilities continue to develop for long-term staff sustainability.

Retention of specific skills is a corporate goal and a workforce plan needs to be developed to better understand the risks to Sydney Ports with upcoming retirements and a maturing workforce, specifically those with specialised skills. A workforce plan will be developed in 2012/13.

In 2011/12, Sydney Ports’ Vessel Traffic Services (VTS) invited newly retired and experienced staff members to provide one-on-one training for the first two weeks of a new staff member’s role. It provided a good opportunity to share valuable knowledge and experience with new starters.

CASE STUDY: SYDNEY PORTS SAFETY WEEK

Sydney Ports Safety Week was held 24-28 October 2011. Sydney Ports ran a number of seminars including five sessions on driver safety for any staff who wished to participate. Driving incidents have been identified as one of the more significant and recurring incidents affecting staff, both inside and outside of the workplace, and introduced defensive driving as a way to minimise incidents.

86% OF WORKPLACE SAFETY HAZARDS RAISED WERE CLOSED OUT BY THEIR TARGET DATE.
Sydney Ports aims to continuously improve safety in the workplace and empower staff to take control of the safety of their workplace. On 1 January, Sydney Ports introduced a number of new safety initiatives in response to the introduction of the new nationally harmonised Work Health and Safety (WHS) Legislation in NSW.

WHS seminars were conducted by legal firm Holding Redlich for all staff, managers, executives and the Sydney Ports Board. The seminars introduced and explained the new legislation to ensure that all staff members understand their roles, responsibilities and rights under the Work Health and Safety Act 2011.

Sydney Ports’ WHS policies, procedures and consultation arrangements were also reviewed to be consistent with the new legislation. With the change in legislation, an online Safety Management System called STEMS was introduced in May 2012 to allow staff to register safety incidents and near-misses, hazards in the workplace, and inspections undertaken online. The new system removes the need for paper reporting, provides improved processes for closing out actions associated with hazards and incidents, and allows easy data analysis and reporting capabilities.

Another important result from 2011/12 was a $100,000 reduction in Sydney Ports Workers’ Compensation premiums for 2012/13. This is a result of a reduction in the cost of claims in 2011/12 and indicates that the management of claims has improved.

Looking Ahead
To continue to improve the safety of Sydney Ports’ staff, contractors and local communities, the WHS team is constantly reviewing and focusing on a number of activities for 2012/13 including:

- The planning, implementation and review of safety management plans for projects
- Encouraging and participating in safety in design workshops for new construction and operational projects
- Reviewing and transferring safety induction and risk assessments to a software based solution
- Undertaking safety audits to confirm compliance
- Managing a robust injury management system for returning injured staff to work

Figure 2 Lost Time Injury (LTI) – Target vs Actual 2006-2012

- Three Lost Time Injuries (LTIs) occurred in 2011/12. Effective injury management ensured that the average time lost for each injury was 66.8 hours. This was also reflected by the decreased insurance premiums from 2010/11 to 2011/12 by $100,000.
- The lost time injury frequency rate for 2011/12 was 5.4 which is well below the average LTIFR rate for NSW employees of 12.6 and the LTIFR for Transport and Storage 16.9 and Government Administration & Defence 18.6 (Source: NSW WorkCover Statistical Bulletin 2008/09)

Key Commitments for 2012/13
- Achieve an average of two days of learning and development per employee per quarter;
- Develop a workforce plan and implement the key development activities;
- To meet targets for lost time injuries, medical treatment injuries and first aid injuries;
- To ensure 100% of hazards closed or mitigated in the appropriate timeframe and workplace inspections undertaken with a minimum of one inspection every two months per manager; and
- To develop and roll out targeted safety training to specific work groups.
1. What attracted you to the Student Planner position at Sydney Ports and has it lived up to your expectations?

It was a totally different side of planning and something which I wanted experience in. Working on projects at Sydney Ports’ precincts such as Port Botany and Glebe Island gave me an understanding of the significant role that Sydney Ports plays. The development assessment and review functions that Sydney Ports performs are essential in ensuring that any environmental impacts and risks are minimised and that development is to a high standard and in line with the corporation’s strategic objectives.

2. Describe your experience with Sydney Ports so far – what have been the highlights and challenges?

I have really enjoyed the site visits and the opportunity to work near the water. It was also exciting to work with the planning team to provide permission to lodge approval for the filming of *The Great Gatsby* at White Bay. I also enjoy working with other internal stakeholders. There’s a wealth of knowledge at Sydney Ports and I’ve learnt a lot.

There have been a few challenges, such as meeting deadlines, responding to unexpected requests, and navigating and interpreting the sometimes complex NSW planning system. It’s also been difficult to adjust from a university schedule to a full-time role, and by Friday afternoon I’m ready for the weekend.

3. What is it difficult to balance your work as a Student Planner with your study commitments?

At times it was tough to be working three days a week and finishing my last year of university at the same time. Towards the end of my degree I would go to work, come home and eat dinner and then head straight to the university library to study. When the library closed I would come home and study some more and finally get into bed around midnight only to do it all again the next day.

But working at Sydney Ports really put into practice what I was learning at university. My studies became relevant and I could see finally see the benefit of all my university work. Working with a great team at Sydney Ports encouraged me to study hard and achieve great results. I finished university at the end of 2011 and graduated in May 2012 with honours.

4. What are your aspirations now that you are a qualified Planner?

I’m not really sure but at the moment I am still learning and growing as a Planner. Sydney Ports provides an environment where I can get involved in interesting and challenging work. I’ve already learnt so much and feel like I now have a solid platform in which to build my career. The sky’s the limit!
GROWTH

SYDNEY PORTS IS FOCUSED ON CONTINUING TO IMPROVE PORT EFFICIENCY AND PROMOTE SUSTAINABILITY THROUGH ADVANCED TECHNOLOGY AND PRACTICES. OUR AIM IS TO PLAN AND FACILITATE PORT GROWTH, INCREASE TRADE AND MAINTAIN ESSENTIAL INFRASTRUCTURE.

PERFORMANCE AGAINST 2011/12 COMMITMENTS

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
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<tbody>
<tr>
<td>Complete a master plan for the Overseas Passenger Terminal</td>
<td>FIRST STAGE COMPLETED</td>
</tr>
<tr>
<td>Achieve a resolution on the Bays Precinct Taskforce to allow for future port growth at Glebe Island and White Bay</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>Continue the Port Botany Expansion (PBE) project, including opening the community facilities</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Continue the construction of second Bulk Liquids Berth (BLB2) at Port Botany</td>
<td>ONGOING</td>
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</table>

OUR PERFORMANCE

Sydney Ports continued works and evaluation of a number of infrastructure projects in 2011/12 to increase operational capacity and maintain the strong growth of the port precincts.

An upgrade of the Overseas Passenger Terminal (OPT) is planned to accommodate the strong growth in the number and size of cruise ships visiting Sydney.

Sydney Ports invited consultants to express an interest to develop a master plan for the OPT. The response was strong and over 30 submissions were received. In February 2012, APP Corporation was awarded the contract.

Stage one of the OPT master plan is now completed and provides a road map for future development to meet the demand of cruise terminal operations for larger ships and more frequent visits. The next stage of the development, which includes the preliminary design and a Development Application lodgement will commence at the end of 2012. This stage will also consider sustainability as part of the design.

Sydney Ports also participated in the NSW Government’s Bays Precinct Taskforce, which was formed in December 2011 to recommend a strategic framework for the Bays Precinct (including Glebe Island and White Bay) for the next 25 years and beyond. The taskforce was chaired by the Department of Premier and Cabinet and included representatives from Sydney Harbour Foreshore Authority, NSW Treasury, Leichhardt and City of Sydney Councils, NSW Roads and Maritime Services, the Department of Planning and Infrastructure, Transport for NSW and the community.

Sydney Ports’ objective was to ensure that Glebe Island and White Bay continued to be used for commercial port and maritime activities. A number of meetings and forums were held throughout the year to discuss and develop the recommended strategic development framework. The Bays Precinct Taskforce has now finalised its submission to the Minister for Planning and Infrastructure, who will review its findings and make recommendations regarding future port use at Glebe Island and White Bay.

As part of the Port Botany Expansion (PBE) Project, Sydney Ports invested $30 million in key community facilities. This included providing the funding for a number of local environmental works, a new pedestrian bridge as well as the new state-of-the-art Port Botany Boat Ramp. In 2012, all construction works for the community facilities were completed and opened to the public, this is highlighted on pages 20 and 21.

Also at Port Botany, the second Bulk Liquids Berth (BLB2) was largely constructed in 2011/12. The new $80 million terminal is located next to the current BLB and will be able to accommodate larger vessels in line with forecasts for ship visits over the coming decades. Construction started in June 2011 and during the year 134 steel piles were installed. A vibration monitoring and management plan ensured that the effect of the pile-driving was minimised.

FACT

QUEEN MARY 2

IS THE LARGEST CRUISE LINER EVER TO BERTH AT THE OVERSEAS PASSENGER TERMINAL.
The main structural marine elements of BLB2 were completed in June 2012, with the facility expected to be completed following the construction and commissioning of onshore support facilities and services, including fire fighting equipment. Following construction, the licensed operators will fit out the berth with their infrastructure including marine loading areas and pipelines, with operation expected in 2013.

GROWTH IN OUR PORT PRECINCTS

PORT BOTANY
The 63 hectare expansion of Port Botany was completed in 2011, with 45 hectares handed over in August 2011 to the third stevedore operator, Sydney International Container Terminals Pty Limited. In May 2012, the remaining 18 hectares, were leased to existing terminal operator Patrick Stevedores. When operational, the expansion will significantly increase the capacity of Port Botany.

The Port Botany Expansion project won the prestigious 2012 Australian Construction Achievement Award and was recognised ahead of five other major Australian projects on 17 May 2012. The Award identified the $1 billion PBE as the outstanding project of the year. The scale and nature of the works required the development of cutting edge solutions in reclamation compaction, seismic engineering and reinforced concrete marine structures. As such, it also recognised the PBE project for setting the benchmark for establishing new technical standards in design and construction for future infrastructure projects.

SYDNEY HARBOUR
Cruise ship visits to Sydney Harbour have grown about 30% in each of the last two years. In 2011/12, Sydney Ports welcomed a record 199 cruise ships compared to 153 in the previous year. Sydney Ports is continuing to work closely with the cruise industry to provide the right infrastructure to support the growth in cruise visits.

In February 2012, the Federal Government’s “Hawke Review” concluded that cruise ships were incompatible with the Navy’s operations at Garden Island. However, the Federal Government has promised to expand the number of guaranteed berths at Garden Island for visiting cruise ships, with the Navy agreeing to allow three cruise visits in 2012/13. With the growing number of larger cruise ships unable to fit under the Harbour Bridge, Sydney Ports will continue to lobby government for additional berth and terminal facilities east of the bridge.

In the meantime, construction of the new cruise terminal at White Bay is progressing well and when completed, will cater for domestic cruise ship operations to allow the larger cruise ships to dock at the OPT.

LOOKING AHEAD
A number of key infrastructure projects will be completed during 2012/13, including the BLB2, White Bay Cruise Terminal and the fitout of the expansion areas at Port Botany. Sydney Ports will also be examining the potential for a third BLB at Port Botany. Many of the port growth projects at Port Botany will be conditional on the terms of the NSW Government’s long-term lease of the precinct.

KEY COMMITMENTS FOR 2012/13
- Ensure 100% landlord and tenant compliance with key planning conditions of approval;
- Ensure the alignment between Port throughput capacity and business needs by monitoring and updating the 30 year horizon action plan;
- Complete construction of the cruise terminal at White Bay; and
- Complete construction of the BLB2, including environmental auditing.
PEDESTRIAN FOOTBRIDGE AND WALKWAYS
This location has a shared pedestrian walkway and cycle path with solar lighting. A new pedestrian bridge was developed, linking the beach with Sir Joseph Banks Park, expanding the public-use areas available to the community.

A second pedestrian bridge was built over the Botany Freight Line at Banksia Street. This bridge eliminates the need for the trains to sound their horns on approach, improving rail efficiency and pedestrian safety.

IN 2006, THE NSW GOVERNMENT GRANTED STAGED APPROVAL TO WHAT IS NOW CALLED THE PORT BOTANY EXPANSION PROJECT OR THE PBE. THIS $1 BILLION PROJECT INCLUDED A $30 MILLION PROGRAM OF COMMUNITY COMMITMENTS.

OTHER PORT INFRASTRUCTURE PROJECTS NOT INCLUDED AS PART OF PBE WAS THE DEVELOPMENT OF A SECOND BULK LIQUIDS BERTH (BLB2) AND A TRUCK MARSHALLING AREA (TMA).

SECOND BULK LIQUIDS BERTH (BLB2)
The new bulk liquids facility, valued at approximately $84 million, will double the Port’s bulk liquids capacity, satisfying existing and predicted future capacity in the bulk liquids trade over the next several years. The BLB2 is expected to be operational in mid-2013.

THIRD CONTAINER TERMINAL
63 hectares of land were reclaimed as part of the PBE. The new third container terminal tenant, Sydney International Container Terminal Pty. Limited took possession of 45 hectares of the site and will commence fit out works in late 2012.

The remaining 18 hectares of the expanded area was leased to existing terminal tenant Patrick.

PORT GROWTH HIGHLIGHTS

PORT BOTANY BOAT RAMP
In consultation with community members, a state-of-the-art four-lane boat ramp was developed with two pontoons, a car park, enclosed fish cleaning facility, boat engine washing, new amenities building and infrastructure around Foreshore Beach.

MILL STREAM LOOKOUT
A new lookout was built at the Mill Stream with parking and a new pathway to Foreshore Beach.

FORESHORE BEACH
Enhancement of Foreshore Beach dune areas with new native vegetation plantings.
The PBE included works associated with the protection and enhancement of 250,000m² of estuary located between the reclaimed area of the PBE and foreshore Road to the north. Known as Penrhyn Estuary, the rehabilitated salt marsh, intertidal flats and seagrass environments, guarantee a habitat for the shorebirds and migratory birds that visit Botany Bay.

The TMA was developed as part of the Port Botany Landside Improvement Strategy (PBLIS).

The TMA improves the efficiency of the Port by providing a safe area for early arriving trucks to wait, pending the opening of their time slot booking at the stevedore terminals.

The TMA is a secure facility, with basic amenities for truck drivers and the capacity to accommodate the marshalling of 50 trucks. If required, the TMA will also have the capability to operate 24/7.

The $62 million elevated road network in Penrhyne Road (known as the Grade Separation) was officially opened on 19 November 2012. The Grade Separation is designed to improve safety and efficiency by separating road traffic from rail movements.
GROWTH
(CONTINUED)

CASE STUDY
PORTS OF EDEN AND YAMBA

Two regional ports previously managed by NSW Maritime, Port of Yamba and Port of Eden became part of Sydney Ports’ management and operational responsibility on 1 December 2011.

The Port of Yamba is Australia’s easternmost sea port and is located at the mouth of the Clarence River in northern New South Wales. It is the home port of the State’s second largest fishing fleet and handles imports of timber and general cargo and exports of timber, live animals, manufactured items, boats, explosives and general cargo. The Port of Yamba handles approximately 6,000 tonnes of cargo each year and provides a link to Norfolk Island, New Zealand and the Pacific Islands.

The Port of Eden is the southernmost port in NSW and services the south coast of NSW and eastern Victoria, including the towns of Bega, Merimbula, Bombala and Cooma. Woodchip export is currently the major trade for the port with 911,000 tonnes exported this year. This trade is supplemented by exports of softwood logs, explosives and general cargo.

Under Sydney Ports’ management, both ports have been integrated into Sydney Ports’ financial, communications, vessel movements and IT networks. A key focus for the future will be looking at ways to integrate sustainability targets and opportunities into the operations of the new port areas, as well as a review of marine oil spill response procedures.
“AS PART OF THE PORT BOTANY EXPANSION (PBE) PROJECT, SYDNEY PORTS INVESTED $30 MILLION IN KEY COMMUNITY FACILITIES.”
PORT OPERATORS
AND SUPPLY CHAIN

SYDNEY PORTS’ AIM IS TO ADVOCATE AND FACILITATE SUSTAINABLE
PRACTICES IN PLANNING, DEVELOPING AND OPERATING THE PORT SUPPLY
CHAIN AND TO POSITIVELY INFLUENCE PORT OPERATIONS TO CONDUCT
SUSTAINABLE BUSINESS PRACTICES.

PERFORMANCE AGAINST
2011/12 COMMITMENTS

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Status</th>
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<tbody>
<tr>
<td>Continue to evaluate, improve and enforce the Port Botany Landside</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Improvement Strategy (PBLIS) Regulation and mandatory standards</td>
<td></td>
</tr>
<tr>
<td>Continue to work with NSW Government and industry to increase the</td>
<td>ONGOING</td>
</tr>
<tr>
<td>proportion of containers transported by rail at Port Botany</td>
<td></td>
</tr>
<tr>
<td>Develop rail operational performance KPIs and revise rail windows to help</td>
<td>ONGOING</td>
</tr>
<tr>
<td>increase rail modal share</td>
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OUR PERFORMANCE

In 2011/12 total container throughput via Sydney’s ports was 2,036,142 TEUs (twenty-foot equivalent units) which marked the eleventh record year of consecutive growth.

85.9% of containers (1,585,886 TEUs, excluding transhipments) were transported by road and rail modal share remained consistent at 14.1% (261,212 TEUs). At the same time, the volume of freight transported by rail increased by 4.5% (from 250,000 TEUs in 2010/11).

Sydney Ports continues to facilitate the effective movement of freight to and from the ports by working closely with industry stakeholders and NSW Government. Sydney Ports’ Port Botany Landside Improvement Strategy (PBLIS) is focused on enhancing the consistency, transparency and efficiency of the landside interface while moving towards a 24/7 supply chain at Port Botany.

February 2012 marked the first 12 months since the introduction of the PBLIS Regulations and Mandatory Standards to support Operational Performance Measures (OPMs). The OPMs have established binding service standards between truck carriers and stevedores at Port Botany. Changes to OPM benchmarks where amended in October 2011 to further enhance landside interface efficiency and clarify requirements for truck carriers and stevedores.

Sydney Ports commissioned two independent reviews of PBLIS program. In March 2012, Deloitte Access Economics found that the Net Present Value of the PBLIS road reforms between 2009 and 2018 is expected to be $57 million. This saving is 142% higher than originally estimated and will benefit parts of the industry and the NSW economy as a whole.

At the same time, market researchers Colmar Brunton conducted a survey to gather feedback from truck carriers on their perception of changes introduced through the PBLIS road reforms. Over 86% of respondents believed that the efficiency had improved and 73% said that consistency and truck queuing had also improved at Port Botany.

This feedback is supported by data recorded for truck turnaround times, which have improved by 30%. Turnaround time is now an average of 32 minutes per truck compared to 2009 trial data and the 50 minute benchmark. Truck late arrivals and no shows have also decreased significantly.

From the survey, road carriers also identified that improvements need to be made for slot bookings and the PBLIS Port Road Taskforce is continuing to work with industry to understand the changes required.

FACT

32 MINUTES

THE AVERAGE TRUCK TURNAROUND TIME AT PORT BOTANY AS OF 30 JUNE 2012
Key Commitments for 2012/13

- Continue to work with NSW Government and industry to increase the proportion of containers transported by rail at Port Botany;
- Establish the Rail Operations Coordination Centre (ROCC);
- Continue to work with port stakeholders, Roads and Maritime Services and road carriers to ensure overweight containers are managed in line with the Weigh In Motion (WIM) Guidelines; and
- Continue to work with stakeholders to upgrade the weight limits for High Productivity Vehicle (Super B).

Another key milestone for PBLIS this year was the opening of the Truck Marshalling Area in late June 2012. Trucks that arrive at Port Botany less than one hour before their time zone are permitted to wait at the TMA to help minimise queuing and ensures that only on-time trucks will be allowed at the stevedore entry gates. This also improves stevedore access to on-time vehicles.

Improving the efficiency and consistency of freight movements by rail is also a major focus of PBLIS. The Port Botany Rail Team (PBRT) consists of representatives from stevedores, rail network providers, rail operators, Transport for NSW and Sydney Ports. This group works together to establish rail benchmarks and transform the current rail operating system.

The revised Rail Pricing Regulation is expected to come into effect in September 2012, setting an hourly benchmark minimum lift rate of 36 containers at the stevedores’ rail sidings.

PBRT has also progressed with the development of rail operational performance measures to monitor rail performance and improve efficiency. To establish these benchmarks, the PBRT has obtained operational data from stakeholders to report on the current state and highlight opportunities for improvements. The PBRT is also working closely with industry to encourage larger volumes of freight by rail.

Sydney Ports’ PBLIS initiatives, development of new infrastructure and supply chain improvements are focused on maximising the efficiency at Port Botany. In addition to these projects, Sydney Ports has also supported a number of third party developments, including the Cooks River Rail Terminal and Empty Container Park upgrade, the new Federal Government and private sector investment into Intermodal Freight Terminals at Moorebank and freight rail extensions. More information about these initiatives can be found in Sydney Ports’ Trade & Logistics Report 2011/12.

Looking Ahead

Sydney Ports will continue to work with key industry stakeholders to introduce initiatives that improve the safety and efficiency of the port supply chain.

The Sydney Ports Rail Strategy will help transform the current rail operating systems. The Sydney Ports managed Rail Operations Coordination Centre (ROCC) is a key component of the Strategy. The ROCC will facilitate communication and coordination of train movements within Port Botany and work towards the goal of 24/7 operations. The PBRT will also investigate the opportunity to utilise the Enfield Marshalling Yards to assist regional train performance and the staging of port freight trains. These PBLIS rail initiatives will assist in meeting the NSW Government’s target of doubling the rail modal share by 2020.
OUTLOOK

SYDNEY PORTS IS PROUD TO BE RECOGNISED AS AN INDUSTRY LEADER WITH A FOCUS ON SUSTAINABILITY IN PORT OPERATIONS, MARINE SERVICES AND INFRASTRUCTURE DEVELOPMENT. WE WORK COLLABORATIVELY WITH OUR TENANTS, PORT OPERATORS AND USERS, INDUSTRY STAKEHOLDERS, LOCAL AND STATE GOVERNMENTS, COMMUNITIES TO HELP IMPROVE AND PROMOTE ENVIRONMENTAL AND SOCIAL SUSTAINABILITY.

IN 2012/13, SYDNEY PORTS HAS MADE THE FOLLOWING SUSTAINABILITY COMMITMENTS:

**RESOURCES**

- Define measures to increase efficiency of energy and water utilisation; and
- Develop and implement Resource Management plans.

**ENVIRONMENT**

- Develop a framework for considering environmental implications of business decisions;
- Review and update the Green Port Guidelines to produce a new version; and
- Conduct post-construction environmental monitoring of habitat enhancement works at Pemmlyn Estuary as part of the PBE project.

**COMMUNITY**

- Continue to facilitate the community committees at White Bay, Enfield and Port Botany;
- Continue to evaluate existing and new opportunities for community investment and sponsorships; and
- Communicate the opportunity to access materials from AUSMEPA to increase understanding of marine environments and port operations.
PeoPLe Growth Port oPeratorS and SUPPLy Chain

- Achieve an average of two days of learning and development per employee per quarter;
- Develop a workforce plan and implement the key development activities;
- To meet targets for lost time injuries, medical treatment injuries and first aid injuries;
- To ensure 100% of hazards closed or mitigated in the appropriate timeframe and workplace inspections undertaken with a minimum of one inspection every two months per manager; and
- To develop and roll out targeted safety training to specific work groups.

“SYDNEY PORTS WILL CONTINUE TO STRIVE TOWARDS PROTECTING AND IMPROVING THE PORT ENVIRONMENT, BOTH LANDSIDE AND MARINE.”

PEOPLE

GROWTH

PORT OPERATORS AND SUPPLY CHAIN

- Ensure 100% landlord and tenant compliance with key planning conditions of approval;
- Ensure the alignment between Port throughput capacity and business needs by monitoring and updating the 30 year horizon action plan;
- Complete construction of the cruise terminal at White Bay; and
- Complete construction of the BLB2, including environmental auditing.

- Continue to work with NSW Government and industry to increase the proportion of containers transported by rail at Port Botany;
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- Continue to work with stakeholders to upgrade the weight limits for High Productivity Vehicle (Super B).
Consistent with Sydney Ports’ commitment to sustainability, this report is printed on an FSC® Mixed Sources Certified paper, which ensures all virgin pulp is derived from well-managed forests and controlled sources. The paper is 55% recycled and is certified carbon neutral by an independent third party. It contains elemental chlorine free (ECF) bleached pulp and is manufactured by an ISO 14001 certified mill. The printer of this report has Forest Stewardship Council (FSC®), Chain of Custody Certification.

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Sydney Ports Corporation Sustainability Report 2011/12 – March 2013