

DBCT Sustainability

# Handling with care.

## DBCT Sustainability Strategy 2020 *At a glance*

Dalrymple Bay Coal Terminal (DBCT) is a vital link in the global steelmaking supply chain.

The high-quality coal we handle on behalf of our customers is used to build the infrastructure we all depend on, to make the products we all use, and produce the energy on which we rely.

We play a major part in our region's prosperity and in the community.

Our unique location is both a privilege and a challenge.

We have a responsibility to the environment, and our people, community and stakeholders. We know our future depends on *handling our responsibilities with care.*

## Our Strategy

Since terminal operations commenced in 1983, DBCT has embedded sustainable practices in daily operations. This includes environmental stewardship, community engagement, safety, workplace diversity, proactive management of issues such as dust, noise and stormwater, and operational efficiency.

Building on programs and initiatives already in place, DBCT has developed a Sustainability Strategy — a joint commitment of DBCT Management Pty Ltd (DBCTM) as owner, and Dalrymple Bay Coal Terminal Pty Ltd (DBCT P/L) as operator.

Innovative thinking, long-term planning and collaboration will be balanced with economic drivers and the responsibilities that come with working in and caring for a unique location on the doorstep of the Great Barrier Reef World Heritage Area.

DBCT's Sustainability Strategy and its initiatives are built around 45 material issues, identified and analysed through extensive consultation across the business and with external stakeholders. Using the United Nations Sustainable Development Goals as a platform to help test and shape our commitments, we are using four key pillars — people, environment, business performance, and community and partnerships — as the framework for our initiatives and programs.

With an extensive and detailed list of projects and initiatives identified, DBCT is now in the process of refining and prioritising actions which will be categorised under the four key pillars.

## Our Principles

Our sustainability principles have been defined to underpin all decision-making and future planning, to balance core business goals with our responsibilities.

We are committed to:



ensuring the safety and wellbeing of our **people**



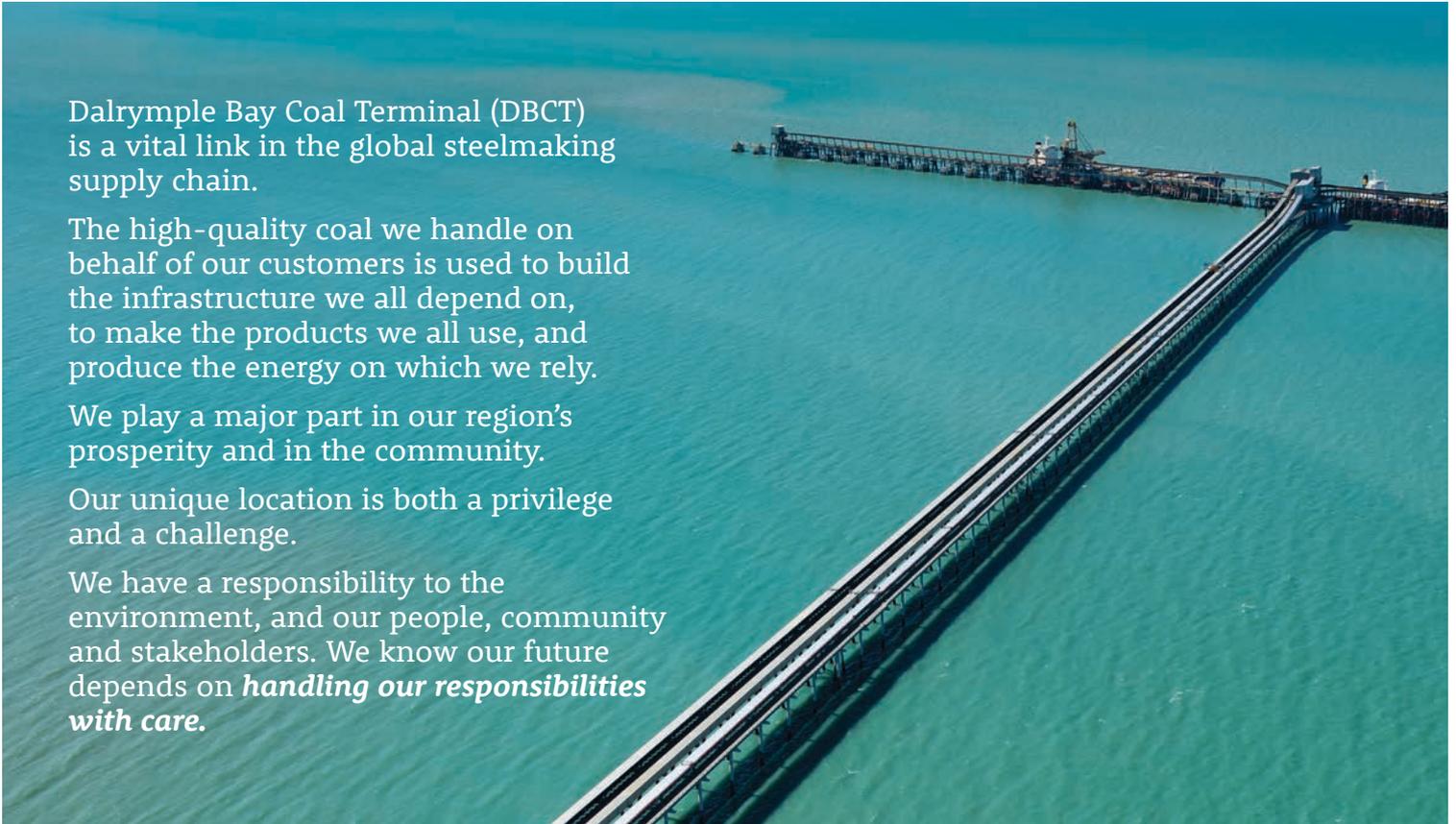
protecting and monitoring the **environment** in which we operate



conducting our **business** according to the highest ethical and performance standards



supporting our **community** through engagement and investment



# Our Sustainability Framework

The strategy is balanced across four key pillars – people, environment, business performance, and community and partnerships. These pillars are aligned to long-term strategic goals which we are aiming to achieve by 2030.

To help us achieve these goals, specific focus areas have been identified for each pillar based on the outcome of a materiality assessment. This provides a framework for short and long-term initiatives and programs which will contribute towards achieving the long-term strategic goals.

**FOCUS AREAS**

- Safety
- Positive Culture and Leadership
- Proactive Communication and Innovative Thinking
- Ongoing Learning and Development
- Health and Wellbeing
- Workforce for the Future



## People

Encourage a positive culture of safety, diversity, transparency, innovative thinking and empowerment in our people.

**FOCUS AREAS**

- Healthy Reef and Ecosystems
- Water Management
- Climate Change and Renewable Energy Transition
- Managing Terminal Footprint
- Waste Management
- Clean and Safe Shipping



## Environment

Leading in environmental management, acknowledging our unique location in the World Heritage Area and proximity to neighbouring communities.

**FOCUS AREAS**

- Stakeholder Engagement and Communication
- Community Investment, Sponsorship and Partnerships
- Sustainability Reporting and Education
- Indigenous and Cultural Relationships
- Industry Outreach
- Research and Reef Partnerships

## Community and Partnerships

Connecting with the community and partners to drive positive change.



**FOCUS AREAS**

- Terminal Efficiencies
- Change Management and Risk Management
- Long-term Prosperity
- Supply Chain Efficiency
- Sustainable Procurement
- Asset Management

## Business Performance

Delivering prosperity through optimising the terminal and supply chain performance.



## What we are already doing

DBCT will build on the programs and initiatives it already has in place which includes the following:

- DBCT has safety, environment and quality management systems underpinned by ISO certification;
- Minimising dust, noise and vibration for workers and the surrounding community has been an important focus for DBCT since operations commenced in 1983. This is achieved through dust suppression techniques, enclosure of rail receipt stations and the ongoing monitoring of air quality and noise;
- Between 2014 and 2016, \$55 million was invested to increase onsite water storage by 1,000ML and improve stormwater management across 70 hectares of coal stockyards. The water captured on site is filtered and recycled to provide the water required for terminal use including dust suppression;

- Since 2005, DBCT has strengthened collaboration with the community through the Community Working Group to enable open information sharing relating to the environment, social and economic issues;
- Contributing over \$450,000 in sponsorship funding per year, DBCT provides financial support to a range of initiatives in the local region;
- A Terminal Master Plan has been in place since 2000 and is regularly updated to consider current operations, environmental considerations, long-term strategic planning and future expansion options, taking into consideration our robust regulatory environment and unique environmental setting.

## Alignment with SDGs

To ensure DBCT's Sustainability Strategy responds to global issues, the strategy was tested against the United Nation's Sustainable Development Goals (SDGs). Out of the 17 SDGs, 14 of the SDGs are more relevant than others to DBCT's operation and approach to sustainability.

While positive contributions have been made to the SDGs in most areas, the Sustainability Strategy will assist DBCT to pursue additional initiatives to further contribute to the goals listed under the United Nations framework.

# Taking Action

Each pillar of the Sustainability Framework covers specific Focus Areas. A 'Key Strategic Action' has been developed for each Focus Area and targeted actions and initiatives have been identified which will contribute to achieving the defined goals.

The key strategic actions have been developed to provide an overview and a strategic approach to consolidating information, determining scope, creating a future vision and delivering potential pathways and targeted actions.

## People



FOCUS AREA	ACTION
<b>Safety</b>	Continue to embed a positive and proactive safety culture.
<b>Positive Culture and Leadership</b>	Drive positive and proactive leadership.
<b>Proactive Communication and Innovative Thinking</b>	Ensure open, clear and transparent pathways to share information and ideas.
<b>Ongoing Learning and Development</b>	Empower employees by encouraging opportunities to learn and thrive.
<b>Health and Wellbeing</b>	Encourage holistic wellbeing for all individuals at DBCT.
<b>Workforce for the Future</b>	Consider the skills of the present workforce and the requirements for the future.

## Environment



FOCUS AREA	ACTION
<b>Healthy Reef and Ecosystems</b>	Consolidate, communicate and improve the scope of environmental monitoring programs.
<b>Water Management</b>	Develop an all-encompassing approach to water management.
<b>Climate Change and Renewable Energy Transition</b>	Map out our approach to minimising emissions and consider mitigation, resilience and adaptation measures.
<b>Managing Terminal Footprint</b>	Enhance environmental impact management through a review of current practices, identification of improvement opportunities and appropriate communication.
<b>Waste Management</b>	Minimise waste generation and address sustainable procurement.
<b>Clean and Safe Shipping</b>	Influence clean, safe and efficient shipping.

## Business Performance



FOCUS AREA	ACTION
<b>Terminal Efficiencies</b>	Adopt an innovative, collaborative and strategic approach to improve terminal efficiencies.
<b>Change Management and Risk Management</b>	Standardise the approach to change management and review the current approach to risk management.
<b>Long-term Prosperity</b>	Robust, evidence-based long-term planning.
<b>Supply Chain Efficiency</b>	To provide leadership and collaborate with supply chain stakeholders.
<b>Sustainable Procurement</b>	Improve communication and processes for procuring goods, materials, services and labour.
<b>Asset Management</b>	Develop a holistic approach to asset management.

## Community and Partnerships



FOCUS AREA	ACTION
<b>Stakeholder Engagement and Communication</b>	Improve connection with local community and stakeholders.
<b>Community Investment, Sponsorship and Partnerships</b>	Develop a long-term strategic approach to supporting the community.
<b>Sustainability Reporting and Education</b>	Actively review and report on sustainability progress.
<b>Indigenous and Cultural Partnerships</b>	Connect with indigenous communities.
<b>Industry Outreach</b>	Connect with local and global industry partners.
<b>Research and Reef Partnerships</b>	Connect with research partners and promoters of reef health.

For more information — please refer to our full strategy document available on our websites.

# Our Business

## TERMINAL HIGHLIGHTS

Commenced operations in **1983** with a capacity of 14.5 million tonnes per annum (Mpta). Current nameplate capacity is **85Mtpa**.

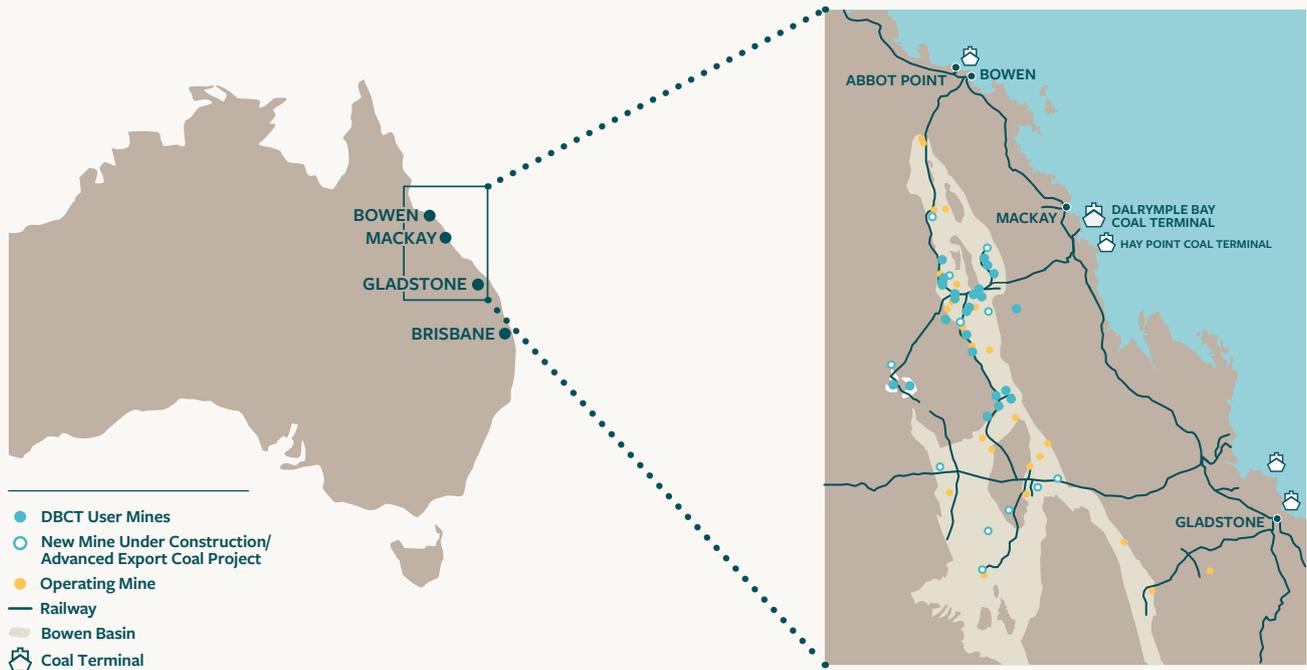
Currently services **18 mines** in the Bowen Basin — approximately **80 per cent metallurgical coal** used in steelmaking.

Located 38km south of Mackay in North Queensland, Australia at the **Port of Hay Point**.

The Port of Hay Point is the largest metallurgical coal export port in Australia — DBCT handles around **5 per cent** of total global seaborne coal exports and **17 per cent** of world metallurgical seaborne coal exports.

DBCT operates on a **cargo assembly basis** — provides value-adding services such as blending and multi-parcelling.

DBCT offers **strategic advantages** to its customers due to its location and shorter railing distances, and the additional services it provides.



## Our future focus

The Sustainability Strategy provides us with a robust, evidence-based framework to move forward in our journey towards a sustainable future. Working through the ‘Key Strategic Actions’ will allow us to review the current practices and programs already in place at the terminal and identify opportunities for improvement and innovation into the future.

We will build on these initial actions to improve our performance in line with our Sustainability Principles. The strategy will be subject to ongoing review and adaption to ensure it remains relevant.

We believe the following will be critical for the successful implementation of the Sustainability Strategy.

- Commitment and leadership from the Boards, CEOs and management teams to implement sustainable thinking.
- Appointment of a cross-divisional, diverse and multi-disciplined team to champion sustainability across the organisations.

- Engagement of all workers in strategy implementation and focusing on a positive culture.
- Adoption of a whole-of-business approach to sustainability, ensuring it is integrated at all levels of the organisation.
- Encouragement of continued engagement of internal and external stakeholders to enable enduring success.
- Collaboration and commitment to partnerships to transform into a sustainable business.
- Appropriate resourcing to optimally support implementation and delivery.
- Accountability and transparency, setting targets and defining performance metrics to track sustainability performance.

We are committed to sharing our progress with you through sustainability reporting and thank all the stakeholders that provided feedback throughout the development of our Sustainability Strategy.

## Contact Us

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