



DBCT Sustainability  
Handling  
with care.



# Handling with care

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## Contents

Our Business .....	03
Our Journey .....	08
Our Approach to Sustainability .....	09
Our Sustainability Framework .....	15
<b>People</b> .....	16
<b>Environment</b> .....	18
<b>Business Performance</b> .....	20
<b>Community and Partnerships</b> .....	22
Taking Action .....	24
<b>People</b> .....	24
<b>Environment</b> .....	26
<b>Business Performance</b> .....	28
<b>Community and Partnerships</b> .....	30
Our Future Focus .....	32
Glossary and Contact .....	33

### Images

Front cover – DBCT P/L employees conducting water quality monitoring of a local waterway.

Inside front cover – View of DBCT onshore and offshore infrastructure and ship anchorages for the Port of Hay Point.

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 to 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 as owner, and Dalrymple Bay Coal Terminal Pty Ltd 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 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



Anthony Timbrell (left) and Steve Rae (right)

## A message from our CEOs

**At Dalrymple Bay Coal Terminal, sustainability in practice means we are committed to and consider people, the environment, our community and partnerships, our stakeholders and business performance, not only in our daily operations, but in our planning now and for the future.**

DBCT Management Pty Ltd and Dalrymple Bay Coal Terminal Pty Ltd are two distinct organisations, united by a shared commitment: to address current and future social, environmental and economic challenges facing our business through a robust, balanced and evidence-based sustainability strategy and action plan.

Sustainability is about being open and transparent, doing what we say we will do, and contributing to lasting benefits for our community, region and beyond. Caring for and committing to people, managing our environmental footprint and creating lasting value for our stakeholders are core principles. To us, sustainability includes fostering a collective culture of efficiency, resilience and innovation.

We are acutely aware of the great responsibility that comes with managing and operating the terminal alongside and within an area of unique importance, and are dedicated to ensuring our systems, processes and initiatives promote environmental stewardship.

While the terminal has been part of the Mackay region in Queensland, Australia, for almost 40 years, we want to ensure we remain a viable, dependable business into the future. This thinking underpins our commitment to a purpose that has far-reaching, enduring benefits.

We adopted an industry best-practice approach to assess our sustainability footprint when developing our Sustainability Strategy, using the United Nations Sustainable Development Goals as our framework, and mapping our current performance and future opportunities.

Thank you to those who provided feedback throughout the process — our sustainability journey is one of constant reflection and improvement, so your positive and constructive comments about our achievements to date are encouraging. The strategy, framework and actions consolidate the great work we have done so far, and give us a contemporary foundation to plan for the future.

Our success will be determined by the progress we make, and there will be challenges; but we also know we cannot achieve our goals alone. This is why we are focusing on fostering partnerships and collaborating — with our people, our community, and our stakeholders, industry peers and other organisations.

We are proud of our achievements and the improvements we have made, and are looking forward to the opportunities ahead of us. We stand by our commitment to *handling with care*, contributing to the sustainable development of the region, and shaping a positive future for our people, community and partners.

Anthony Timbrell and Steve Rae

Chief Executive Officer, DBCT Management Pty Ltd, and  
Chief Executive Officer, Dalrymple Bay Coal Terminal Pty Ltd.

# Our Business

Dalrymple Bay Coal Terminal is a licensed bulk material handling facility, exporting coal from the Bowen Basin to steel manufacturing and power generation markets all over the world.

## TERMINAL HIGHLIGHTS

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

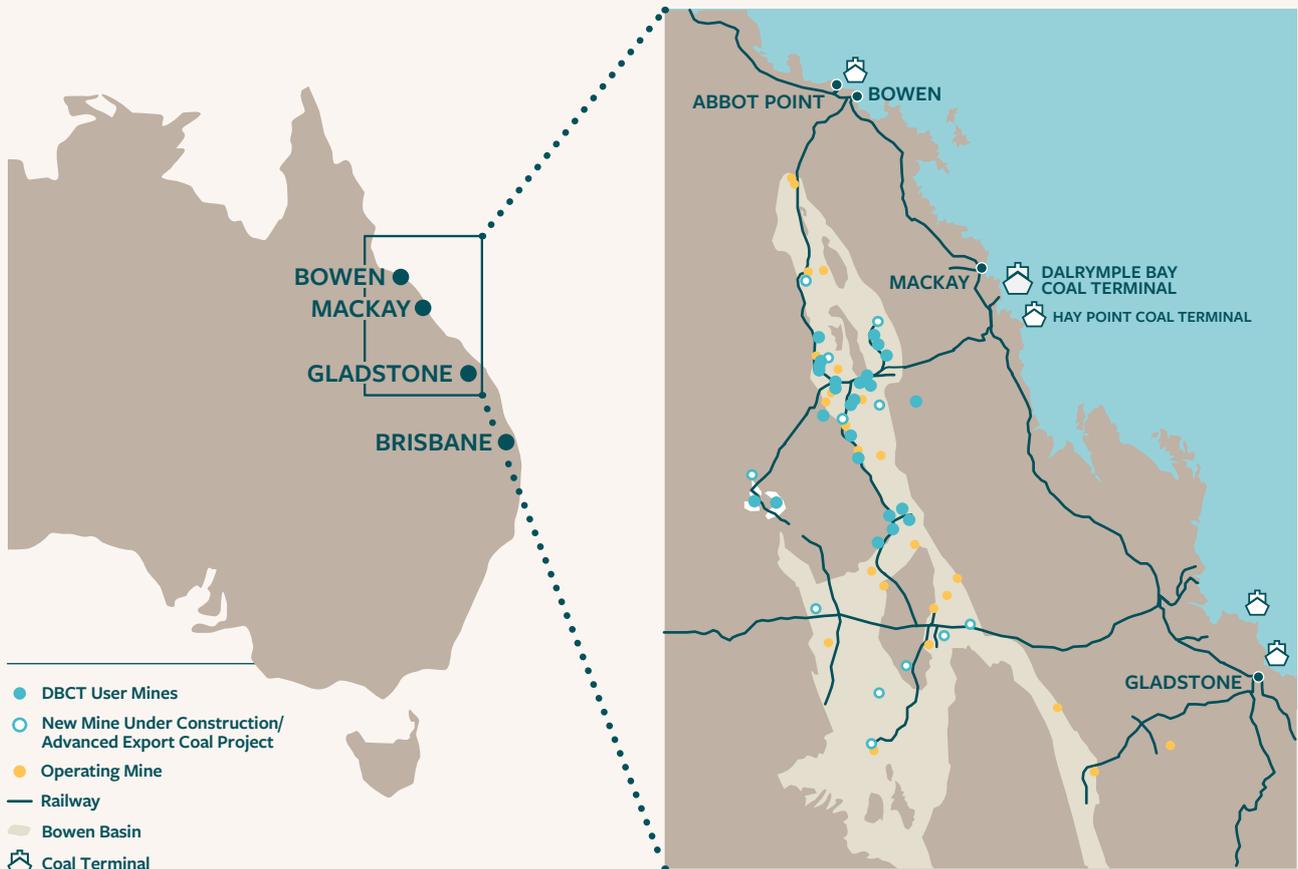
Currently services **18 mines** in the Bowen Basin — approximately **80 per cent metallurgical coal**, which is used in steelmaking.

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 rail distances, and the additional services it provides.





**Stacker and stacker-reclaimer machines at work in the stockyard, with one of the on-site water storage facilities in the foreground.**

## Terminal History

**We have a proud history of strong performance, growth and collaboration.**

The Queensland Government began construction of DBCT in 1981. The terminal commenced operations in 1983 and has operated as a common-user terminal since that time. With an initial capacity of 14.5Mtpa, the terminal has incrementally expanded to its current nameplate capacity of 85Mtpa. The 2019 Master Plan outlines the potential incremental expansion pathway.

DBCT Management Pty Ltd (DBCTM) was granted a long-term lease of the terminal in 2001. Dalrymple Bay Coal Terminal Pty Ltd (DBCT P/L) has been the incumbent terminal operator since operations commenced. Strong governance and risk management principles are reflected in all aspects of terminal management, with both DBCTM and DBCT P/L demonstrating a track-record of consistently meeting regulatory and community expectations.

There are currently 18 mines in the Bowen Basin exporting through the terminal. The top six customers of the terminal account for over 90 per cent of current contracted tonnage. A number of these relationships have existed since the terminal was commissioned in 1983.

## Site Overview

**We recognise the privilege and the challenge of operating in our unique location — with an onshore and offshore footprint close to local communities and the Great Barrier Reef.**

DBCT is located within the Port of Hay Point, approximately 38km south of Mackay and 900km north of Brisbane in Queensland, Australia.

The Port of Hay Point is one of the largest global coal export ports in the world and the largest metallurgical coal export port in Australia. The Port of Hay Point accommodates DBCT and the adjacent Hay Point Coal Terminal, operated by BHP Mitsubishi Alliance.

DBCT's operational footprint includes offshore infrastructure located within the Great Barrier Reef World Heritage Area (GBRWHA) and is in close proximity to a number of communities in the Mackay region. DBCT's onshore facilities occupy an area of approximately 214 hectares and the offshore facilities include a 3.8km jetty, four berths and coal outloading facilities.

North Queensland Bulk Ports (NQBP) is the Port Authority for the Port of Hay Point. Under the Queensland Government's *Sustainable Port Development Act 2015* the Port of Hay Point is designated a 'Priority Port' recognising its critical role in the Australian economy.

## Operating Mode

**We operate on a complex but efficient cargo assembly basis.**

The terminal operates primarily on a cargo assembly basis under which coal is 'pulled' to the terminal by the order of ship arrivals. This model is in contrast to dedicated stockpiling, where producers have a dedicated stockpiling space at the terminal. While cargo assembly is operationally complex, it is a more efficient use of port land, requiring a smaller footprint than a dedicated stockpile operation.

The terminal configuration allows different coal types to be handled efficiently and for value-added services to be offered, particularly blending as part of the outloading process to meet end-customer specifications.

The core operation of the terminal comprises rail receipt and inloading facilities, stockyard, outloading and offshore infrastructure.

## Product Mix

The terminal's throughput is approximately 80 per cent metallurgical coal, used in steel production.

The mix of coal products handled at the terminal has remained relatively stable over time, reflecting the composition of coal currently produced in the Bowen Basin — a high proportion of metallurgical coal and a small quantity of high-quality thermal coal.

DBCT is considered a specialty port at which end customers can obtain multiple grades of metallurgical coal at a single location. Over 80 different grades of metallurgical coal are marketed from the terminal. Queensland metallurgical coal is considered a premium global product due to high carbon content, which is essential to producing high-quality steel, as well as its high fluidity and coke strength.

Blast furnaces used in steel making are highly sensitive to changes in coal composition and properties. As a result, steel mills tend to be long-term customers of the coal producers that ship through the terminal.

The thermal coal shipped through DBCT is also typically low in moisture and therefore a higher effective energy content than thermal coal produced in other regions, making it more efficient in the production of electricity.

The proportion of metallurgical coal handled at DBCT is forecast to increase. This is supported by a queue for access for predominantly metallurgical coal mines.

## Necessity of Steel

An essential product for the future.

Steel is used extensively in the construction, infrastructure and manufacturing industries. Its affordable, readily available and its intrinsic properties, including strength, durability and recyclability, contribute to improved environmental performance over the lifecycle of buildings and infrastructure. If a product is not made of steel, it is likely to have been manufactured by machines made of steel.

There is currently no viable substitute for steel, given its adaptability and cost-effectiveness. The demand for finished steel is forecast to continue to grow.

There are a number of initiatives under development to reduce the emissions intensity of steelmaking. Industrial carbon capture and storage is expected to make the most significant contribution to decarbonisation targets. This involves retrofitting steel plants with capture technology in which the carbon dioxide produced is captured and utilised in the industrial value chain to produce fuels or input materials.

There are also various technologies in development which utilise alternatives to coal in steelmaking, including the use of hydrogen. While some of these have shown potential, there appears to be significant further development required for these to become viable alternatives. We continue to see an important role for metallurgical coal in the steelmaking process for many years to come.

**FACTORIES AROUND THE WORLD USE STEEL TO PRODUCE A WIDE RANGE OF ESSENTIAL PRODUCTS:**



Railways



Aircraft



Ships



Computers



Phones



Agricultural equipment



Wind turbines



Appliances



Solar panels



Vehicles



Construction equipment



Bridges



Food storage cans

## Coal Supply Chain

We are a vital link in the global coal supply chain, accounting for over 30 per cent of Queensland coal exports and 17 per cent of global metallurgical seaborne coal volumes.

DBCT is a critical component in the export supply chain, which is comprised of mines, a rail network, export terminal and shippers. As a result, capacity of the DBCT supply chain is a function of mine production capability, below-rail capacity and efficiency, above-rail availability and terminal capacity, as well as the interface between these assets.

### Key statistics



18

different mines shipping through DBCT



1,021 km

of rail line to service those mines



500+

trains unloaded at DBCT each month



600+

vessels loaded each year



Exporting to coal customers across

30+

countries



~29%

of Australian metallurgical coal exports



~5%

of total global seaborne coal exports



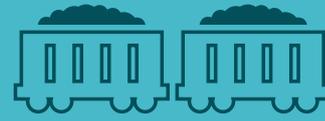
~17%

of world metallurgical seaborne coal exports

# Coal Supply chain



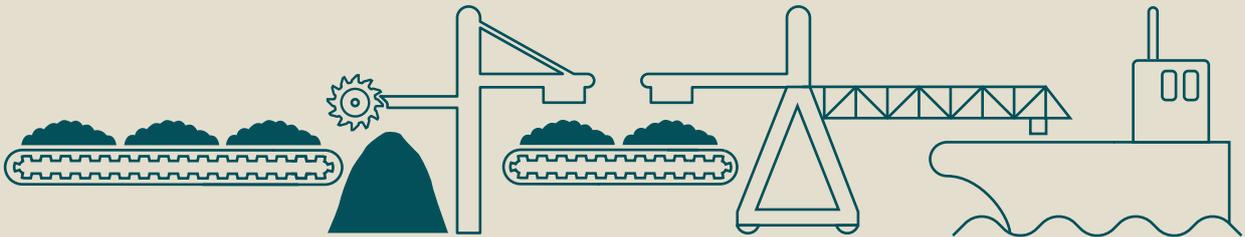
COAL MINERS EXTRACT AND PROCESS THE COAL READY FOR TRANSPORT



THE COAL IS TRANSPORTED BY THE RAIL PROVIDERS TO THE RAIL RECEIVAL AT DBCT



## Dalrymple Bay Coal Terminal



THE COAL IS TRANSPORTED BY CONVEYOR BELT THROUGH THE TERMINAL, OR TO STOCKPILES

THE COAL IS RECLAIMED FROM THE STOCKPILES AND TRANSPORTED BY CONVEYOR ALONG THE JETTY

THE COAL IS LOADED ONTO SHIPS READY FOR EXPORT



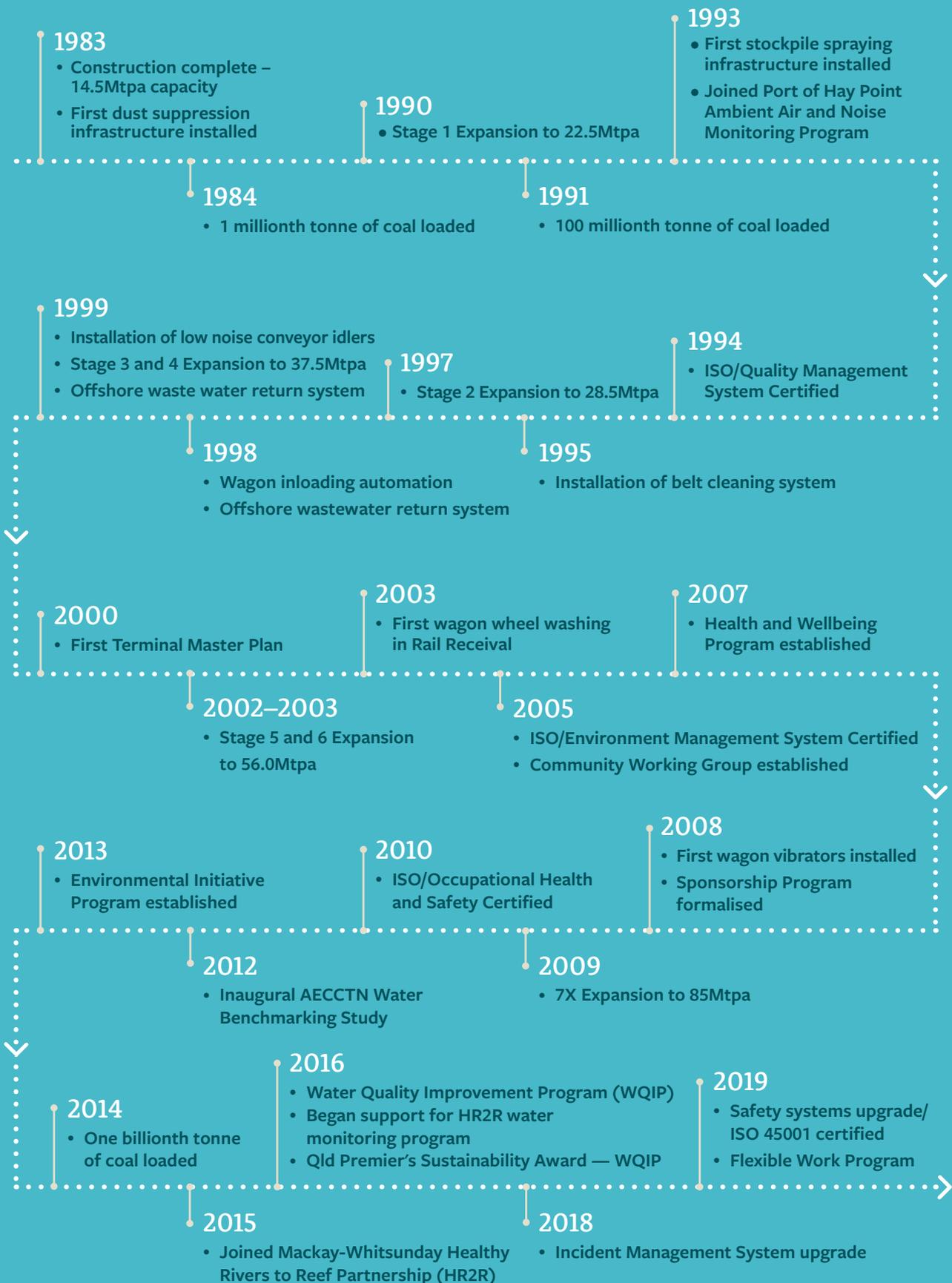
COAL CUSTOMERS



STEEL CONSUMERS AND POWER GENERATION

# Our Journey

This timeline charts DBCT's milestones and sustainability achievements over the life of the terminal.





*Ships alongside DBCT's offshore infrastructure with a view of the onshore infrastructure and surrounding environment.*

# Our Approach to Sustainability

Sustainability is about creating a balance between economic prosperity, protecting the environment, looking after our people and fostering meaningful partnerships with our community and beyond.

For DBCT, our ongoing success relies on maintaining a careful balance between the responsibility of operating in our unique location and playing a pivotal role in the global steel supply chain.

Sustainability at DBCT means proactively focusing on our people and the community, and leading a balanced approach to future planning, development and resilience of terminal operations within a unique environmental setting.

Since 1983, we have been constantly evolving our approach to sustainability, and our daily operations reflect our efforts to embed sustainability in everything we do.

At the beginning of 2019 we started developing a robust, comprehensive and formalised sustainability strategy, based on an industry-leading, four-step approach consistent with national industry guidelines.

This document summarises our overarching Sustainability Strategy — the shared commitments between DBCTM and DBCT P/L, the areas we believe we can make the biggest difference, and how we intend to deliver on our promises.

We are *handling with care* — the privilege of our unique location, our people, the community, and the performance of our business. *Our future depends on it.*

## Our process

We have undertaken a comprehensive research and information-gathering process as adopted by other leading organisations, to ensure our Sustainability Strategy successfully guides our business and practices. The process included:

### **GAP ANALYSIS**

Understanding current policies, strategies, and identifying gaps and opportunities for the future.

### **MATERIALITY ASSESSMENT**

Extensively engaging with internal and external stakeholders to identify key sustainability issues.

### **SUSTAINABILITY STRATEGY DEVELOPMENT**

Building a robust and comprehensive sustainability strategy, including short-term and long-term actions.

### **FINALISATION AND REPORTING**

Finalising the strategy following consultation and feedback and defining commitments to future reporting, strategy review and adaption.

## Aligning with Global Sustainability Frameworks

In September 2015, world leaders adopted 17 Global Goals as a set of universal goals that aim to address the environmental, political and economic challenges facing our world. These are known as the United Nations Sustainable Development Goals (SDGs). More information on the SDGs can be found at: [www.globalgoals.org](http://www.globalgoals.org)

To ensure DBCT's Sustainability Strategy responds to global issues, the strategy was tested against the 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 guide DBCT's focus as we continue to innovate and pursue additional initiatives.

### Sustainable Development Goals



### Focusing on Important Issues

To ensure the Sustainability Strategy focuses on the right issues, a detailed four-stage Materiality Assessment was undertaken to identify, prioritise, validate and review material or important issues for DBCT.

#### IDENTIFY

A defined list of **45 material or important issues** were identified as part of the Gap Analysis phase of the project through internal consultation.

#### PRIORITISE

These important issues were prioritised through a survey platform to internal and external stakeholders and via a series of face-to-face interviews with targeted stakeholders – including local residents and international customers.

#### VALIDATE

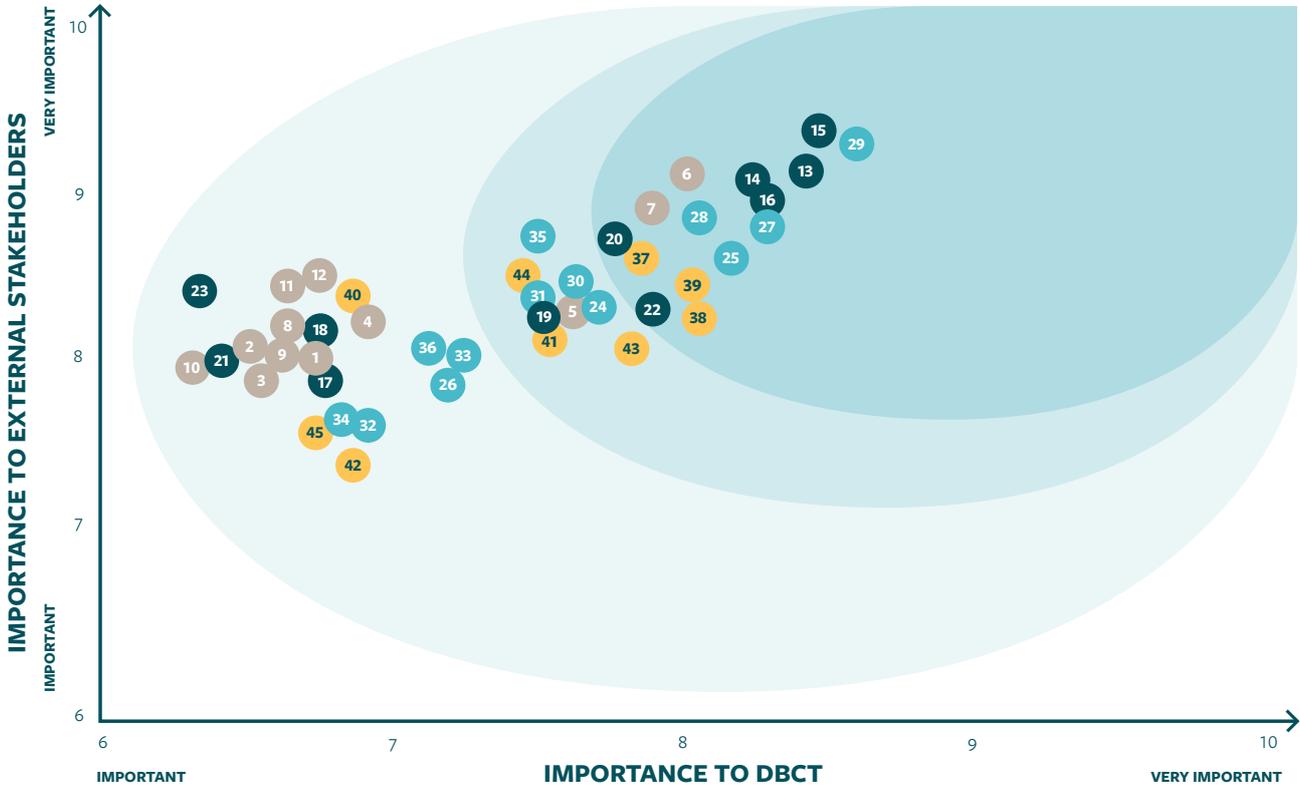
The survey and interview outcomes were validated with key subject matter experts, including the executive management of both organisations.

#### REVIEW

A review of the Assessment confirmed all material issues presented in the survey were considered important and have therefore been considered in the development of the Sustainability Strategy.

The following Materiality Matrix demonstrates what internal and external stakeholders consider the most important issues are for DBCT.

## Materiality Matrix



PEOPLE	ENVIRONMENT	BUSINESS PERFORMANCE	COMMUNITY AND PARTNERSHIPS
1 Workplace Diversity & Inclusion	13 Water Quality Management	24 Supporting Regional Economic Growth	37 Terminal/ Community 'Interface Management'
2 Talent Identification & Management	14 Protecting World Heritage Values	25 Terminal Efficiency	38 Coordinated Community Sponsorship & Investment Program
3 Long-term Workforce Planning	15 Dredge Management in the GBRWHA	26 Long-term future of Thermal Coal	39 Community Partnerships
4 Workforce Capabilities & Ongoing Learning	16 Environmental Management Systems	27 Regulatory Compliance (State & Commonwealth)	40 Indigenous/ Cultural Partnerships
5 Occupational Hygiene	17 Energy Consumption	28 Risk Management Systems	41 Industry Partnerships
6 Proactive Safety Programs	18 Emission Reductions	29 Terminal Safety	42 Academic & Research Partnerships
7 Health & Wellbeing	19 Waste Management	30 Asset Management	43 Port Entity Partnerships
8 Empowering Leadership	20 Biodiversity/ Habitat Protection & Improvement	31 Supply Chain Protection (ie. corridor protection)	44 Transparent Communication & Corporate Reporting
9 Driving innovation	21 Vessel Emissions	32 Terminal Automation	45 Research Investment
10 Internal Communication	22 Management of Terminal Impacts	33 Technology & Information Readiness	
11 Positive & Inclusive Workplace Culture	23 Preparing for Climate Change	34 Consistent Project Management Methodology	
12 Employee & Contractor Accountability		35 Emergency Preparedness/ Business Continuity	
		36 Sustainable Procurement Policies	

The top-ranking issues were balanced across the four sustainability pillars:

RANKING	MATERIAL ISSUE	PILLAR	FOCUS AREA MAPPED TO
1	Terminal Safety	<b>BUSINESS PERFORMANCE</b>	Safety Terminal Efficiency Change Management and Risk Management
2	Dredge Management in the GBRWHA	<b>ENVIRONMENT</b>	Healthy Reef and Ecosystems Water Management Clean and Safe Shipping
3	Water Quality Management	<b>ENVIRONMENT</b>	Healthy Reef and Ecosystems Water Management
4	Protecting World Heritage Values	<b>ENVIRONMENT</b>	Healthy Reef and Ecosystems Water Management Clean and Safe Shipping Research and Reef Partnerships
5	Environmental Management Systems	<b>ENVIRONMENT</b>	Healthy Reef and Ecosystems Water Management Climate Change and Renewable Energy Transition Managing Terminal Footprint Clean and Safe Shipping Waste Management
6	Regulatory Compliance (State and Commonwealth)	<b>BUSINESS PERFORMANCE</b>	Change Management and Risk Management
7	Proactive Safety Programs	<b>PEOPLE</b>	Safety Positive Culture and Leadership
8	Terminal Efficiency	<b>BUSINESS PERFORMANCE</b>	Terminal Efficiency Change Management and Risk Management
9	Risk Management Systems	<b>BUSINESS PERFORMANCE</b>	Change Management and Risk Management
10	Health and Wellbeing	<b>PEOPLE</b>	Health and Wellbeing
11	Community Partnerships	<b>COMMUNITY AND PARTNERSHIPS</b>	Stakeholder Engagement and Communication Community Investment Sponsorship and Partnerships
12	Coordinated Community Sponsorship and Investment Program	<b>COMMUNITY AND PARTNERSHIPS</b>	Community Investment Sponsorship and Partnerships
13	Terminal/Community 'Interface Management'	<b>COMMUNITY AND PARTNERSHIPS</b>	Stakeholder Engagement and Communication
14	Management of Terminal Impacts	<b>ENVIRONMENT</b>	Managing Terminal Footprint
15	Biodiversity/Habitat Protection and Improvement	<b>ENVIRONMENT</b>	Healthy Reef and Ecosystems Managing Terminal Footprint

For a full list of Material Issues mapped to Focus Areas within the Sustainability Strategy, please refer to the Sustainability sections of our respective websites: [www.dbctm.com.au](http://www.dbctm.com.au) or [www.dbct.com.au](http://www.dbct.com.au).

## Stakeholder Insights

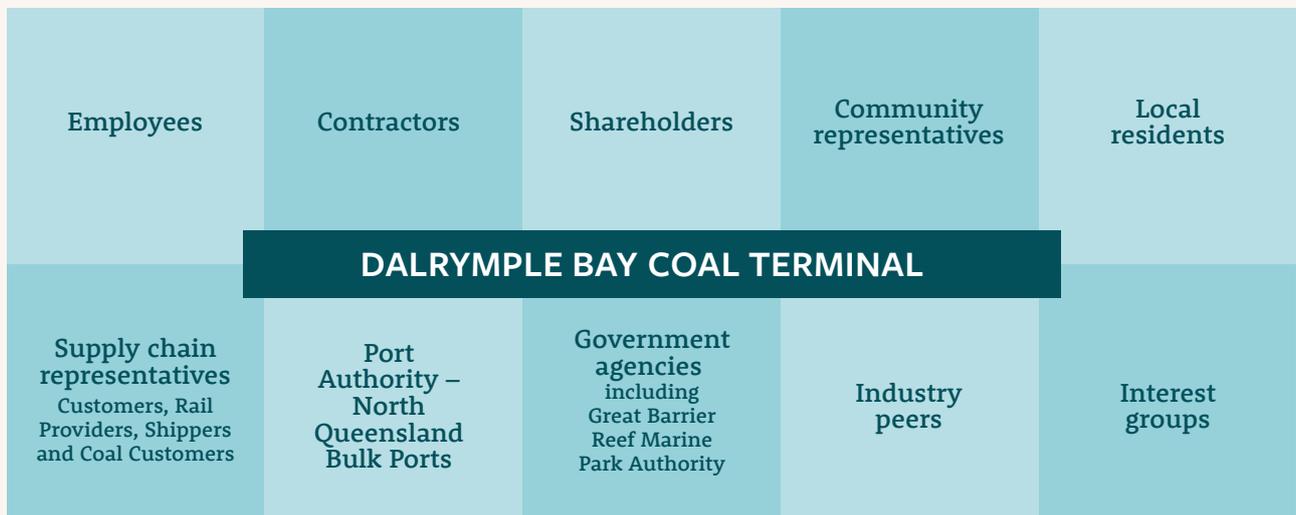
Consultation with DBCT’s internal and external stakeholders was critical to developing the Sustainability Strategy and provided valuable insight into which issues stakeholders identify as most important.

An exceptional response from **409** stakeholders rated each important issue and provided valuable feedback.

To enhance engagement and verify the survey results, **26** stakeholders were also consulted through one-on-one discussions held locally in Mackay and Brisbane and via teleconference with interstate and international participants. All the issues identified received a ranking greater than six out of 10. The results did not raise any additional important issues to be considered.

The stakeholders consulted in the Assessment represented a balanced range of internal and external stakeholders.

## Stakeholders



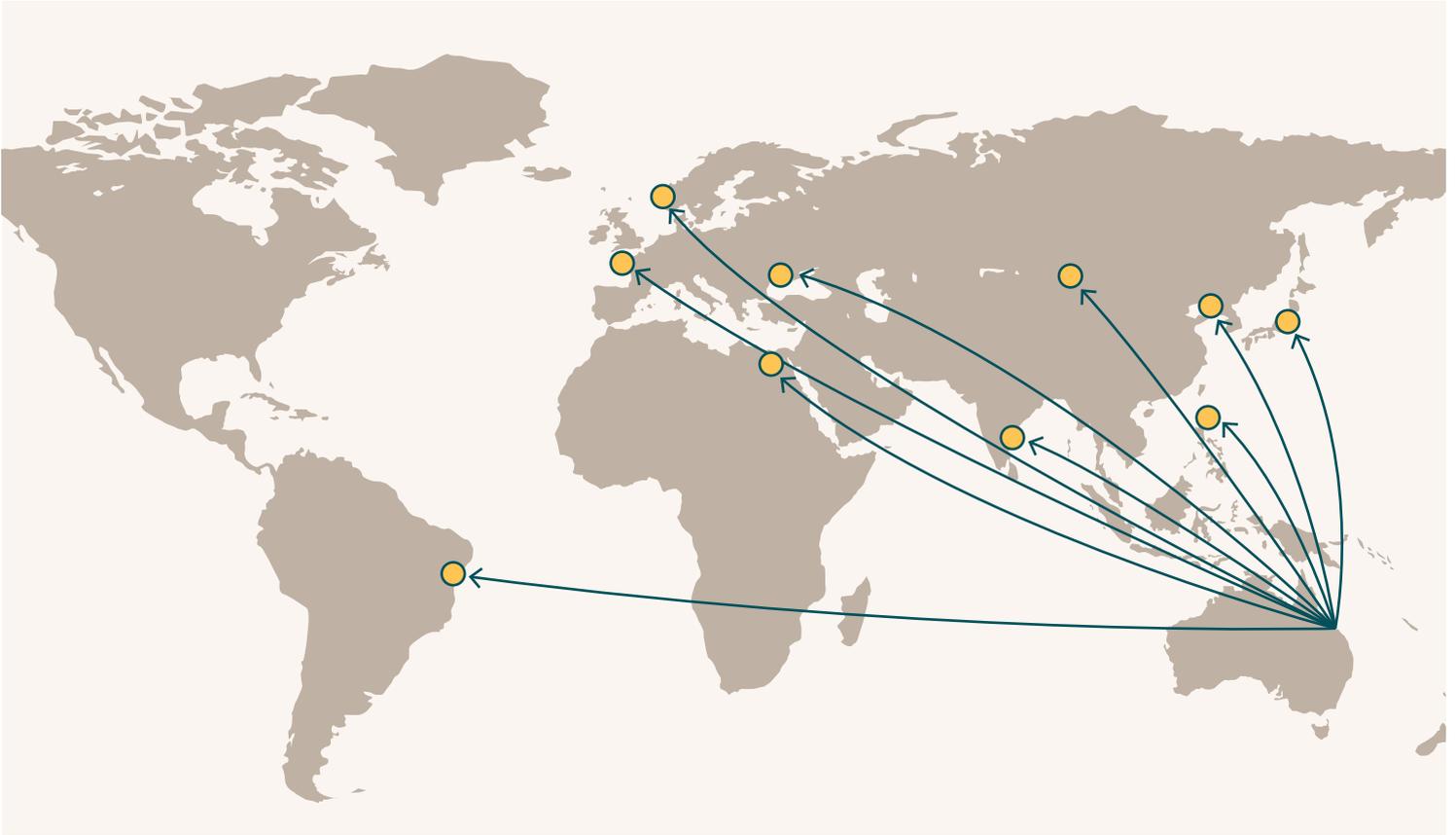
*Wagon wheel wash infrastructure that minimises dust carried away by rolling stock following inloading.*



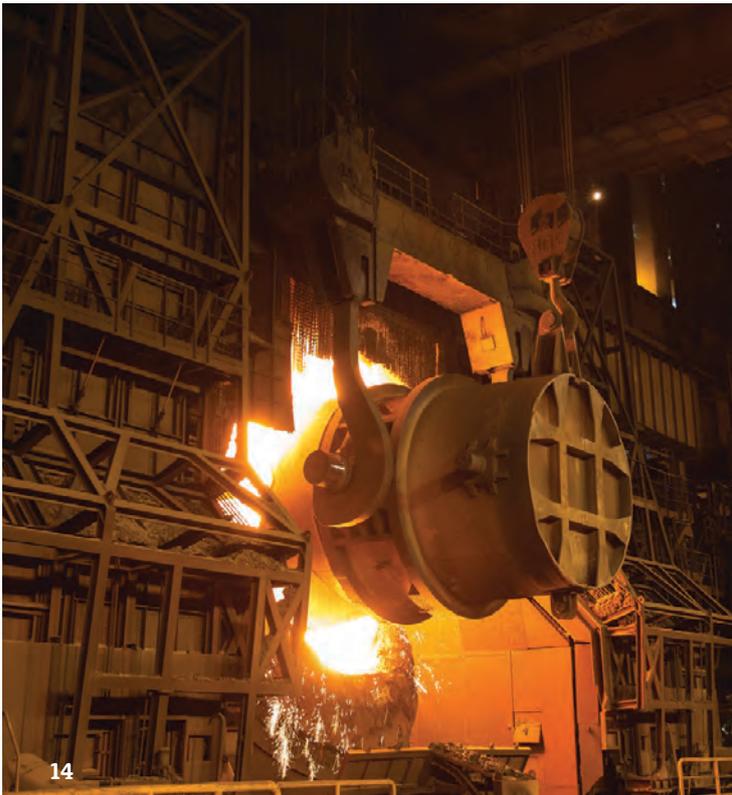
## Connecting Local to Global

To progress towards a sustainable future, acknowledging and securing DBCT's link in the international coal supply chain is critical.

As a global coal export facility, DBCT will encourage greater transparency and efficiency in the supply chain through improved collaboration with mining companies, rail operators, ship owners and shipping agents to continue delivering coal to customers around the world.



L-R: Steel manufacturing process, Workers inspecting rolled steel products.



# Our Sustainability Framework

Our Sustainability Strategy provides a structure to further encourage innovative thinking, strategic long-term planning, collaboration and taking action to ensure that the terminal continues to prosper, while looking after its people and fostering partnerships with community, industry and beyond.

The strategy is balanced across four key pillars – people, environment, business performance, and community and partnerships. Each of these pillars are aligned to a long-term strategic goal 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 the materiality assessment. This provides a framework for our short and long-term initiatives and programs which will contribute towards achieving the long-term strategic goals.

## DBCT's Sustainability Strategy Framework





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

At DBCT we recognise our people are key to our continued success. By offering ongoing learning and development opportunities focused on strategic, innovative and solutions-focused thinking, we are empowering our people and future-proofing our workforce.

The health and safety of our people is paramount, whether they be employees, contractors or visitors to the site.

The contribution our people make to a sustainable future will be critical to our success. We encourage and value their ideas and participation.

### SDG alignment



### What we are already doing

- DBCT has a mature safety system in place, underpinned by ISO45001 certification.
- Since 2010, DBCT has encouraged feedback through employee engagement surveys focused on culture, safety, innovation and sustainability.
- A Domestic and Family Violence Guideline has been introduced with an aim to provide a supportive work environment where employees who are experiencing or are impacted by domestic and family violence can seek help and support.
- DBCT introduced the Transition to Retirement Program to support employees' plans to transition to retirement including retaining and transferring valuable skills and knowledge and maintaining their connection with DBCT.
- DBCT introduced the Flexible Work Program, recognising the need to balance work life with personal and family commitments, by giving employees more control over how, when and where their work gets done.
- In 2019 we undertook steps to address and mitigate modern slavery risks, these included; informing our supply chain members, updating our contracts, policies and procedures, and training our staff in regards to our responsibilities.

### Focus Areas

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

### CASE STUDY

#### 'Safety Through Innovation'

Offshore shiploader machines travel along berths on steel rails and to prevent corrosion of the rails, a rust inhibitor product must be applied.

Traditionally the inhibitor was applied by brush and roller by personnel suspended from ropes. Given the increased risk and extensive labour hours associated with this approach an alternative method was necessary.

The concept and design for an 'Inhibitor Applicator' came from a DBCT employee and was constructed by a local engineering company. The Inhibitor Applicator is a trolley concept which allows personnel to safely apply the product from a platform on the shiploader machine as it traverses the berth. This initiative not only eliminates the risk of working at heights, it has provided significant cost savings and efficiency gains.

### 2020 Focus

- Implement actions identified in safety culture plan.
- Investigate and foster innovation opportunities.
- Develop and implement culture improvement plan including diversity and inclusion focused actions.
- Strategic workforce planning.
- Employee Health & Wellbeing Program.



**KEY STATISTICS FY2019/20**

**400+**

permanent employees

**23%**

women in senior management

**300-700**

contractors on site  
(predominately in maintenance support roles)

**80%**

males

**19%**

females

**1%**

other

*DBCT P/L Operator in machine cabin in stockyard.*



# Environment

**We acknowledge and respect our unique location and are committed to being a leader in environmental management.**

Operating adjacent to neighbouring communities and within the GBRWHA brings with it a responsibility to ensure our operations continue to have no detrimental impact on people or the unique ecosystem.

We are committed to protecting and enhancing the environment through leading environmental management practices, the use of innovative technologies and strong partnerships with environmental groups.

We recognise climate change, and will continue our focused action on the sustainability of terminal operations. We will identify where we can take action to optimise efficiency and reduce emissions by reviewing our operations and looking for opportunities to use existing and innovative technologies, including renewable energy sources.

We are also planning in the context of a transitioning global economy.

## SDG alignment



## What we are already doing

- DBCT demonstrates proactive compliance through its environmental monitoring and improvement programs, underpinned by ISO14001 certification.
- Minimising dust for workers and the surrounding community is an important focus. DBCT uses a variety of dust suppression techniques including spraying and veneering and has participated in a jointly managed air quality monitoring program with NQBP since 1993.
- Rail receipt stations have been enclosed to minimise dust, noise and vibration. The majority of wagon wheels are washed as they pass through rail receipt to reduce dust generated by rolling stock as they leave the terminal.
- Since 2016, over 6,700 native trees have been planted on site through participation in the annual National Tree Day for the Mackay region.
- An offshore waste water return system has been implemented to reuse operational water on site.

## Focus Areas

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

## CASE STUDY

### ‘Water Management Improvements’

DBCT’s operational footprint includes offshore infrastructure within the GBRWHA. This requires a strong commitment to environmental protection, particularly with regards to water quality and management.

Between 2014 and 2016, \$55 million was invested to increase on-site water storage by 1,000ML to 2,186ML and improve stormwater management across 70 hectares of coal stockyard. The increased water availability provides the ability for recycled water to be used for dust suppression and supports management of stockpile runoff to ensure any water discharged from the site into the local environment is of the highest-possible quality.

## 2020 Focus

- Progress key environmental improvement projects on site.
- Continue to build the War on Waste Program — continue to achieve over 50 per cent recycling rate.
- Continue to positively contribute to the community by conducting quarterly beach clean-ups where data is shared with Australian Marine Debris Initiative.
- Perform a detailed climate change vulnerability assessment.



KEY STATISTICS FY2019/20

**1,837ML**

of water captured on site and recycled for terminal use

**57%**

of waste was recycled



*DBCT P/L employee participating in quarterly Beach Clean-up at local beach, with DBCT infrastructure behind.*



# Business Performance

We strive to deliver prosperity by optimising terminal and supply chain performance.

DBCT is supporting regional economic prosperity as a major local employer and ‘buying local’ wherever possible. Our annual direct contribution to the Queensland economy exceeds \$280 million and our essential role in the coal export supply chain is an additional indirect contribution. The coal shipped through DBCT accounts for around 35 per cent of Queensland coal royalty revenues, which comprised approximately 7 per cent of the state’s revenue in 2018–2019<sup>1</sup>.

Ensuring a sustainable terminal is critical to providing a viable coastal gateway for the coal export trade. Our collaboration and communication with supply chain partners — mining companies, rail operators, ship owners and shipping agents — encourages transparency, efficiency and improved performance across the supply chain.

## SDG alignment



## What we are already doing

- An Operations Efficiency Improvement Roadmap has been initiated to investigate long-term strategic options to improve efficiency and integrate automation.
- 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.
- The quality of the systems in place at the terminal is underpinned by ISO9001 certification.

## Focus Areas

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

## CASE STUDY

### ‘Corrosion Protection through Pile Wrapping’

The existing protective coating on the offshore piles which support the jetty and berth structures, required increasing maintenance efforts to protect the steel structures from corrosion in the harsh marine environment. Rather than continuing to use traditional abrasive blasting and re-painting techniques in the tidal zone, DBCT initiated a program to wrap each of the 1,705 piles in a protective tape wrap system.

The program commenced in 2014 and to date almost 793 piles have been wrapped at a cost of \$23 million. The system is essentially maintenance free which significantly reduces the associated maintenance costs, potential environmental impacts and safety risks to personnel normally required to scaffold down to the water line and perform traditional protective treatment repairs.

## 2020 Focus

- Investigating stockyard mapping and automation project.
- Implementation of new rail ordering processes to drive supply chain efficiency.
- Implementation of the Operations Efficiency Improvement Roadmap.
- Improve supply chain alignment.
- Enhance operational resilience through review of business continuity processes.

<sup>1</sup> Queensland Budget Strategy and Outlook. 2018 – 2019 coal royalties and land rents of \$4.4bn, State revenue of \$60.1bn.



KEY STATISTICS FY2019/20

**61.7Mtpa**  
throughput

**6,375**  
trains unloaded

**624**  
vessels loaded

**97.4%**  
reliability

**89.0%**  
availability

*Aerial view of DBCT Stockyard and the Terminal's surrounding environment.*



# Community and Partnerships

We connect with the community and local and global partners to drive positive change.

We take our social responsibility and our relationship with the surrounding communities extremely seriously.

Our partnerships and connections with the community, industry and researchers both locally and across the globe will help us achieve our sustainability objectives.

## SDG alignment



## What we are already doing

- Since 2005, DBCT has strengthened collaboration with the community through a Community Working Group to enable open information sharing relating to environment, social or economic issues.
- Ongoing financial support of the Mackay Chamber of Commerce, a key business body providing support to local businesses.
- Contributing over \$450,000 in sponsorship funding per year, DBCT provides financial support to a range of initiatives and groups in the local region, including disability support and advocacy, indigenous and cultural community events, housing support and assistance, youth and domestic violence programs.

## Focus Areas

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

## CASE STUDY

### ‘Partnering in Reef Protection’

DBCT partners with the Mackay-Whitsunday-Isaac Healthy Rivers to Reef Partnership to support a regional water quality monitoring program. The program is a collaborative effort with regional industries and government agencies to provide awareness in waterway and reef health. DBCT’s five-year commitment to the partnership has seen contributions which exceed \$517,000 to date.

## 2020 Focus

- Review current sponsorship program and align with sustainability objectives.
- Strengthen our connection with the local Indigenous community.
- Communicate the Sustainability Strategy with internal and external stakeholders.
- Commitment to further support HR2R Partnership monitoring program until completion.

## 100+ SPONSORSHIPS FY2018/19 INCLUDING:

All Abilities Mackay  
 Conservation Volunteers Australia

Community Accommodation and Support Agency  
 iBalance family cyber safety program

Sarina Men’s Shed  
 Whitsunday Voices Youth Literature Festival

PCYC Mackay NAIDOC Celebrations  
 Volunteer Marine Rescue



**KEY STATISTICS FY2019/20**

**\$520k+**  
investment in community support

**\$517k**  
to date in support for the HR2R  
Partnership and monitoring program

**100+**  
sponsorships

**20+**  
local community events supported

*DBCT P/L employee with Reef Guardian school students planting vegetation on National Tree Planting Day.*

# 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 – Key Strategic Actions

### FOCUS AREA

## Safety

#### BACKGROUND

Safety is a core value and focus for DBCT. The need to drive positive safety culture has been reinforced.

#### GOAL

To foster a culture of caring, reporting and responsibility.

#### ACTION

**Continue to embed a positive and proactive safety culture.**

#### DELIVERABLE

'Positive Safety Culture Strategy'

### FOCUS AREA

## Positive Culture and Leadership

#### BACKGROUND

DBCT is focused on continuing to build a positive, supportive and empowering culture, that integrates diversity and inclusion, talent attraction and retention, and effective communication, led by proactive leadership.

#### GOAL

To foster a positive cultural change.

#### ACTION

**Drive positive and proactive leadership.**

#### DELIVERABLE

'Culture and Leadership Strategy'

### FOCUS AREA

## Proactive Communication and Innovative Thinking

#### BACKGROUND

Internal communication pathways are essential for the ideas and knowledge sharing that will drive innovation.

#### GOAL

To improve and drive communication and innovation.

#### ACTION

**Ensure open, clear and transparent pathways to share information and ideas.**

#### DELIVERABLE

'Internal Communication Strategy' and 'Innovation Strategy'

**FOCUS AREA**

## Ongoing Learning and Development

---

**BACKGROUND**

Developing the workforce is critical and the need for a comprehensive learning and development strategy with better access and clear pathways is essential.

**GOAL**

To transition towards strategic, innovative and solutions-focused thinking.

**ACTION**

**Empower employees by encouraging opportunities to learn and thrive.**

**DELIVERABLE**

'Learning and Development Strategy'

**FOCUS AREA**

## Health and Wellbeing

---

**BACKGROUND**

DBCT has had a Health and Wellbeing Program in place for a number of years. The need for a comprehensive strategy to consider all aspects of workforce health and wellbeing has been identified.

**GOAL**

To improve health and wellbeing in the workplace.

**ACTION**

**Encourage holistic wellbeing for all individuals at DBCT.**

**DELIVERABLE**

'Health and Wellbeing Strategy'

**FOCUS AREA**

## Workforce for the Future

---

**BACKGROUND**

As technology and required skills will continue to change, DBCT needs to plan for an efficient and diverse workforce to ensure future success.

**GOAL**

To futureproof the workforce for the long-term.

**ACTION**

**Consider the skills of the present workforce and the requirements for the future.**

**DELIVERABLE**

'Workforce Capabilities Strategy'

## Environment – Key Strategic Actions

### FOCUS AREA

## Healthy Reef and Ecosystems

---

### BACKGROUND

DBCT has a long history of strong environmental performance. This has been underpinned by monitoring programs of terrestrial and marine ecosystems to meet regulatory obligations. This includes the offshore sediment management monitoring program completed in partnership with NQBP and BMA.

### GOAL

To progress beyond compliance to enhance monitoring and protection of terrestrial and marine ecosystems, including the GBRWHA.

### ACTION

**Consolidate, communicate and improve the scope of environmental monitoring programs.**

### DELIVERABLE

‘Biodiversity and Environmental Monitoring Strategy’

### FOCUS AREA

## Water Management

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### BACKGROUND

Water quantity and quality are fundamental issues to be managed to ensure operational water supply is maintained and regulatory and community expectations are met. Other water sources also need careful consideration to determine management options and improvements. The \$55m investment in water quality improvement projects to improve water storage and the quality of water discharged from the site illustrates DBCT’s commitment to this.

### GOAL

To continue to improve water quality and ensure water security.

### ACTION

**Develop an all-encompassing approach to water management.**

### DELIVERABLE

‘Water Management Strategy’

### FOCUS AREA

## Climate Change and Renewable Energy Transition

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### BACKGROUND

Action on climate change is expected by a range of stakeholders and in line with modern corporate governance. A proactive position on this issue and action to reduce carbon emissions has been identified.

### GOAL

To improve our operations to minimise emissions and develop infrastructure resilience.

### ACTION

**Map out our approach to minimising emissions and consider mitigation, resilience and adaptation measures.**

### DELIVERABLE

‘Climate Change Risk Assessment’  
‘Climate Change Strategy’

**FOCUS AREA**

## Managing Terminal Footprint

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**BACKGROUND**

The terminal is located in close proximity to neighbouring communities and has offshore infrastructure within the GBRWHA. DBCT must proactively manage potential issues to meet regulatory and community expectations.

**GOAL**

To minimise potential impacts from site operations on people and the environment.

**ACTION**

**Enhance environmental impact management through a review of current practices, identification of improvement opportunities and appropriate communication.**

**DELIVERABLE**

'Environmental Management Strategy'

**FOCUS AREA**

## Waste Management

---

**BACKGROUND**

DBCT has made significant progress in waste reduction and recovery however greater terminal sustainability will be achieved through the review of resource usage and identifying opportunities to reduce, reuse and recover.

**GOAL**

To strengthen the culture of waste reduction and introduce principles of a 'circular economy.'

**ACTION**

**Minimise waste generation and address sustainable procurement.**

**DELIVERABLE**

'Waste Management Strategy'

**FOCUS AREA**

## Clean and Safe Shipping

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**BACKGROUND**

DBCT is proactively partnering with relevant organisations to investigate cleaner vessel strategies and education on shipping performance.

**GOAL**

To ensure safe and efficient movement of commercial vessels.

**ACTION**

**Influence clean, safe and efficient shipping.**

**DELIVERABLE**

'Clean and Safe Shipping Program'

## Business Performance – Key Strategic Actions

### FOCUS AREA

## Terminal Efficiencies

### BACKGROUND

Driving terminal efficiency and maximising use of ‘existing footprint’ is a key consideration in terminal management. Increasing terminal efficiency is necessary to support an efficient supply chain.

### GOAL

To optimise throughput and terminal efficiency, and reduce vessel waiting times.

### ACTION

**Adopt an innovative, collaborative and strategic approach to improve terminal efficiencies.**

### DELIVERABLE

‘Terminal Efficiencies Strategy’

### FOCUS AREA

## Change Management and Risk Management

### BACKGROUND

Strong governance is essential for a sustainable business. Rigorous and cross-disciplinary consultation and involvement in projects and policy decisions is critical, as is the management of environmental, social and financial risks and opportunities.

### GOAL

To ensure a ‘whole of business’ integrated approach to change management and the management of risk.

### ACTION

**Standardise the approach to change management and review the current approach to risk management.**

### DELIVERABLE

‘Change Management Process’ and ‘Plan for Management of Risk’

### FOCUS AREA

## Long-term Prosperity

### BACKGROUND

The current DBCT Master Plan outlines the future expansion pathway for the terminal to meet the demand of access seekers. The scope of the Plan will be expanded to consider broader sustainability considerations including advances in technology, regulatory changes, resource availability, geopolitical, and climate change considerations.

### GOAL

To ensure the long-term prosperity of the terminal for the benefit of all stakeholders.

### ACTION

**Robust, evidence-based long-term planning.**

### DELIVERABLE

Updated Master Plan with a broader sustainability focus.

**FOCUS AREA**

## Supply Chain Efficiency

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**BACKGROUND**

Supply chains are complicated by nature. The capacity of the DBCT supply chain is a function of mine production capability, rail capacity and efficiency, and terminal capability, as well as the interface between these assets. The strategic coordination of all stakeholders is vital to ensure the ongoing viability of the coal supply chain.

**GOAL**

To improve supply chain efficiency through open and transparent coordination of all supply chain stakeholders.

**ACTION**

**To provide leadership and collaborate with supply chain stakeholders.**

**DELIVERABLE**

'Supply Chain Strategy' in collaboration with stakeholders.

**FOCUS AREA**

## Sustainable Procurement

---

**BACKGROUND**

While DBCT has demonstrated support for local businesses, the strategy for procurement needs to consider a broader range of criteria.

**GOAL**

To align procurement with sustainability objectives.

**ACTION**

**Improve communication and processes for procuring goods, materials, services and labour.**

**DELIVERABLE**

'Sustainable Services and Procurement Strategy'

**FOCUS AREA**

## Asset Management

---

**BACKGROUND**

Asset optimisation, planning and lifecycle management is critical for a large operation like DBCT. The need for a strategic and coordinated approach has been identified.

**GOAL**

Strategically manage the maintenance, performance and end of life planning for assets to optimise their whole of life contribution.

**ACTION**

**Develop a holistic approach to asset management.**

**DELIVERABLE**

'Strategic Asset Management Plan'

## Community and Partnerships – Key Strategic Actions

### FOCUS AREA

## Stakeholder Engagement and Communication

### BACKGROUND

Regular and proactive engagement and communication will ensure the needs and expectations of stakeholders are fully understood and met.

### GOAL

To meet expectations through open and transparent communication.

### ACTION

**Improve connection with local community and stakeholders.**

### DELIVERABLE

‘External Communication Strategy’

### FOCUS AREA

## Community Investment, Sponsorship and Partnerships

### BACKGROUND

A long history of sponsorship and community support has been offered by DBCT. The need for a more comprehensive and structured approach to investment, sponsorship and partnerships has been identified.

### GOAL

To define goals and identify focus areas which align with sustainability objectives.

### ACTION

**Develop a long-term strategic approach to supporting the community.**

### DELIVERABLE

‘Community Investment, Sponsorship and Partnerships Strategy’

### FOCUS AREA

## Sustainability Reporting and Education

### BACKGROUND

Holding ourselves to account to demonstrate our progress and commitment to the Sustainability Strategy is essential. We also have a valuable opportunity to educate our people and our community about the importance sustainability.

### GOAL

To provide open and transparent reporting of sustainability progress.

### ACTION

**Actively review and report on sustainability progress.**

### DELIVERABLE

Embed DBCT Sustainability Strategy and sustainability reporting process.

**FOCUS AREA**

## Indigenous and Cultural Partnerships

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**BACKGROUND**

DBCT recognises the importance of celebrating and sharing indigenous culture. We have begun to establish relationships with the local indigenous community, and are looking to further develop these to support local indigenous culture, initiatives, and review diversity aspirations for the workforce.

**GOAL**

To improve engagement with the local indigenous communities.

**ACTION**

**Connect with Indigenous communities.**

**DELIVERABLE**

‘Indigenous and Cultural Partnership Strategy’

**FOCUS AREA**

## Industry Outreach

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**BACKGROUND**

There is an enormous opportunity to connect with our industry to share learnings and to draw on the experience of others, and contribute to the sustainability of the industry.

**GOAL**

To improve engagement and enhance terminal efficiency and achievement of objectives.

**ACTION**

**Connect with local and global industry partners.**

**DELIVERABLE**

‘Industry Outreach Strategy’

**FOCUS AREA**

## Research and Reef Partnerships

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**BACKGROUND**

Partnering in the protection of the Great Barrier Reef (GBR) is fundamental to the success of DBCT. Community and stakeholder expectations are high with regard to this unique asset.

**GOAL**

To improve terminal efficiency and support the health of the GBR.

**ACTION**

**Connect with research partners and promoters of reef health.**

**DELIVERABLE**

‘Reef Partnership Strategy’ and  
‘Research Partnership Strategy’

# 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 adaptation 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.

***Aerial view from Rail Loop Dam, including DBCT onshore and offshore infrastructure, Hay Point Coal Terminal (right) and surrounding environment.***



# Glossary

<b>AECCTN</b>	Australian East Coast Coal Terminal Network
<b>DBCT</b>	Dalrymple Bay Coal Terminal
<b>DBCTM</b>	DBCT Management Pty Ltd, terminal owner
<b>DBCT P/L</b>	Dalrymple Bay Coal Terminal Pty Ltd, terminal operator
<b>GBR</b>	Great Barrier Reef
<b>GBRMPA</b>	Great Barrier Reef Marine Park Authority
<b>GBRWHA</b>	Great Barrier Reef World Heritage Area
<b>HR2R</b>	Healthy Rivers to Reef Partnership
<b>ML</b>	Megalitres
<b>Mtpa</b>	Million tonnes per annum
<b>NQBP</b>	North Queensland Bulk Ports, the Port Authority
<b>Qld</b>	Queensland
<b>SDG</b>	United Nations Sustainable Development Goals
<b>WQIP</b>	Water Quality Improvement Program

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