

PORT OF TOWNSVILLE

DIVERSITY EQUITY AND INCLUSION PLAN

2024 - 2029


RECONCILIATION
ACTION PLAN
REFLECT

ACKNOWLEDGEMENT OF COUNTRY

The Port of Townsville acknowledges the Wulgurukaba people as the traditional Custodians of Gurambilbarra, the Country on which our Port stands.

'Wulgurukaba' means 'canoe people', a name that underscores their connection to the sea, rivers and waterways of our region. It is a connection that we share and hope to strengthen in generations to come.

Likewise, we acknowledge the Bindal people, traditional Custodians of Cleveland Bay and the western banks of Ross River, which form our Port limits.

We also acknowledge the Bandjin, Nywaigi and Warrgamay people, the traditional Custodians of the Lucinda area where the Port of Lucinda is located.

Finally, we acknowledge the Traditional Owners of the lands from which products come to our Ports and the waterways that connect us.

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images or names of people who have since passed away



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MESSAGE FROM OUR CEO



RANEE CROSBY
CHIEF EXECUTIVE OFFICER



At the Port of Townsville, diversity, equity and inclusion (DEI) are integral to who we are, how we lead, and how we create a workplace where people can thrive.

Since the release of our original Diversity, Equity and Inclusion Plan in 2024, we have continued to strengthen our understanding of our workforce, our culture and the experiences of our people. Through the implementation of initiatives, workforce analysis, employee feedback and annual DEI audits, we have seen positive progress across several areas of inclusion and representation.

This refreshed plan reflects the next stage of that journey.

Importantly, this is not a completely new direction. It is an evolution of the foundations already established through our original DEI Plan and the ongoing insights gained through our annual audit and review process. The DEI Audit and the DEI Plan are designed to work together, the audit helps us understand where progress is being made and where barriers remain, while the plan provides the strategic direction and actions to respond, improve and grow.
Together, they create a continuous cycle of improvement, accountability and action.

This refreshed plan sharpens our focus on inclusive leadership, workforce representation, wellbeing, operational workforce diversity, equitable opportunity and data-informed decision making. It also reflects our commitment to embedding DEI into everyday practices, not as a standalone initiative, but as part of how we operate as Australia's Port for the Future.

Creating an inclusive workplace is a shared responsibility. Our leaders, employees and stakeholders all play an important role in ensuring that every person feels respected, valued, safe and empowered to contribute fully.

WHAT DOES DIVERSITY, EQUITY AND INCLUSION MEAN TO US?

At the Port of Townsville, diversity, equity and inclusion means creating a workplace where:

- Individual differences are recognised, respected and valued
- Everyone feels a genuine sense of belonging
- Opportunities are accessible and equitable
- People are empowered to contribute and succeed
- Inclusive behaviours are embedded into leadership and culture
- Diverse perspectives strengthen decision making, innovation and performance

We recognise that diversity extends across many dimensions, including gender, age, culture, disability, sexual orientation, family responsibilities, lived experience, professional background and ways of thinking.



WHO ARE WE?

The Port of Townsville is one of Northern Australia's most significant economic and logistics hubs, connecting North Queensland industries and communities to global markets. As a Government Owned Corporation, we are committed to creating prosperity for our communities, customers and stakeholders through sustainable operations, innovation and strong partnerships. Our workforce is diverse in capability, experience and background, and our people are central to the Port's ongoing success and future growth.



Australia's Port for the Future... Since our establishment in 1864, the Port of Townsville (the Port) has grown to service the expanding industries in Northern and North West Queensland. We facilitate the trade of products produced, mined and manufactured between Hinchinbrook and Burdekin Shire and west to Mount Isa. We exist to create prosperity for our communities and value for our customers and shareholders through world-leading sustainable operations.

The Port of Townsville Limited is a Government Owned Corporation (GOC). The Port owns and manages the ports of Townsville and Lucinda, with its head office located in Townsville.

Today, we are Australia's largest sugar, lead, copper, zinc, fertiliser and molasses port as well as the largest container and automotive port in Northern Australia, servicing 80 percent of its people with everyday goods.

More than 8 million tonnes of goods, worth more than $10 billion, cross our wharves each year. Thanks to our customers, we are one of the country's most diverse ports, handling 30 different commodities. We provide global linkages to more than 130 ports and 44 countries with over 75 percent of our trade exchanged with South East Asia every year.



The Port of Lucinda is located 100 kilometers north of Townsville and is the prime sugar export facility for the Hinchinbrook region.

The Townsville Port encompasses more than 300 hectares of mainly reclaimed Port lands, accommodating extensive cargo storage and handling facilities including fully enclosed dry bulk storage and ship loading facilities, fuel and chemical tank farms, warehousing and logistics facilities, container terminals, automotive storage, project cargo laydown areas and strategic defence and cruise facilities.

Our Townsville Port is well connected by road to major national highways north, south and west. This includes a dedicated triple road train approved Port Access Road that links our Port to the Bruce and Flinders Highways through the Southern Eco Industrial Corridor. The 4,900 hectare State Development Area and 1,500 hectare Lansdown Precinct are strategically positioned industrial lands for future industries due to proximity to the Port and links to the North-West Minerals Province.

OUR DEI JOURNEY

The Port's DEI journey continues to evolve through a cycle of action, reflection, measurement and improvement.

The original 2024–2029 DEI Plan established the Port's foundation and long-term commitment to inclusion, representation and equitable opportunity. Annual DEI audits and workforce analysis have since provided greater insight into workforce trends, employee experiences and emerging priorities.

This has informed a revision of the DEI Plan by:

- Organisational workforce data and reporting
- Employee feedback and engagement insights
- Annual DEI audit findings
- Leadership and workforce consultation
- Evolving organisational priorities and workforce needs

This ongoing approach allows the Port to remain responsive, evidence-informed and accountable as our workforce and organisation continue to evolve.



OUR VISION, MISSION & VALUES

our vision

Australia's Port for the Future

our mission

Creating prosperity for our communities and value for our customers and shareholders through world-leading sustainable operations

our values



partnerships

We build meaningful and lasting relationships



opportunities

We continuously innovate



respect

We respect each other

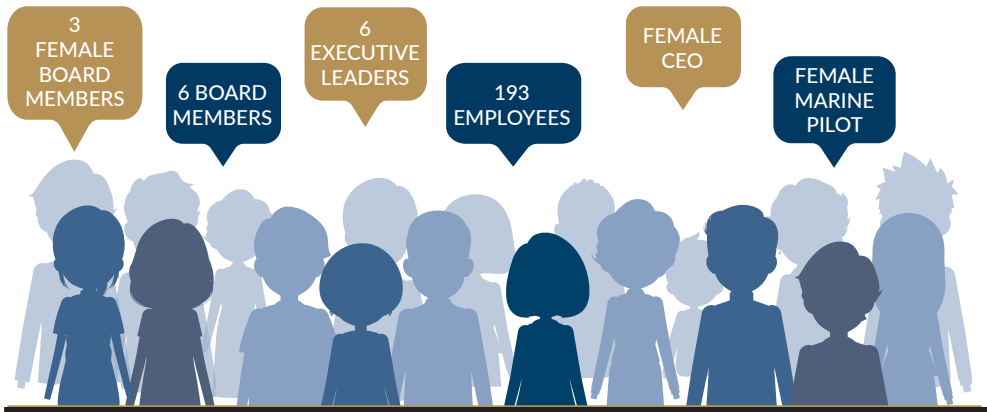


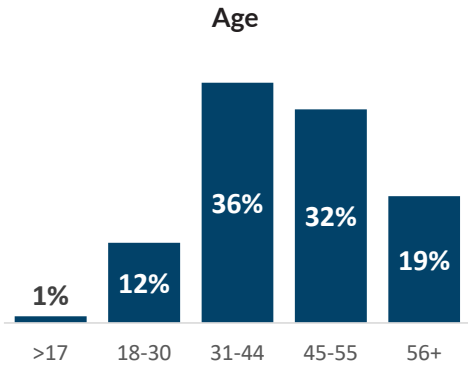
trust

We do the right thing


PORT of TOWNSVILLE
ZERO HARM
160

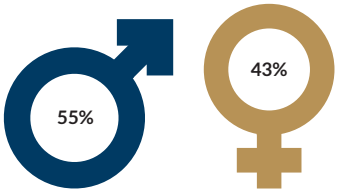
OUR PEOPLE





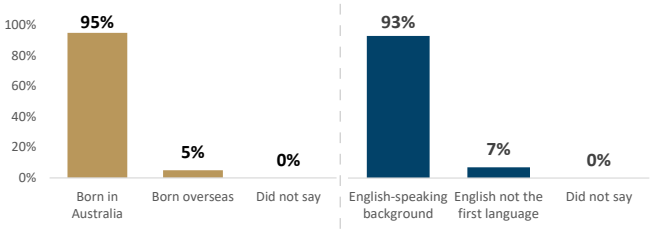
PORT OF TOWNSVILLE

Gender

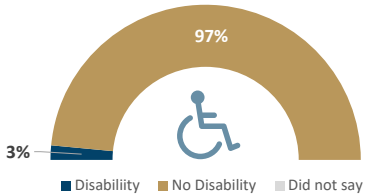


*2% unidentified

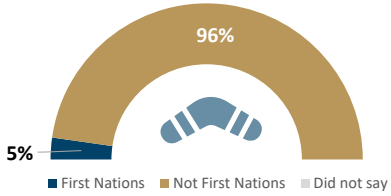
Culturally and Linguistically Diverse (CALD)



Disability



First Nations



1. *Port of Townsville Limited Employee Report, June 2026.*



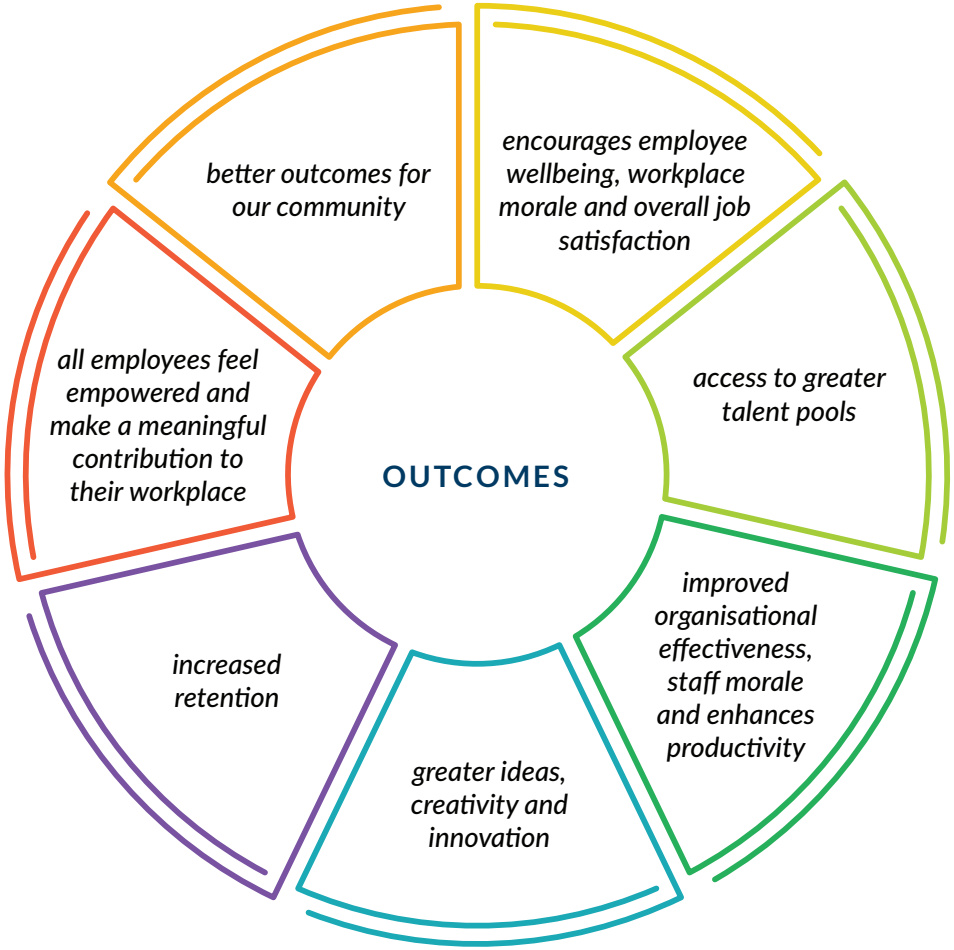
OUR COMMITMENT

The Port is committed to fostering a workplace culture that is safe, respectful, inclusive and equitable for all employees.

We are committed to:

- Building a culture where people feel valued, respected and included
- Creating pathways for equitable participation and progression
- Supporting diversity across all levels of the organisation
- Embedding inclusive practices into systems, processes and leadership
- Promoting wellbeing, psychosocial safety and respectful behaviours
- Eliminating discrimination, harassment, bullying and bias
- Strengthening workforce capability through learning and awareness
- Using workforce insights and data to support continuous improvement

Our DEI Plan, effective from June 2024 to June 2029, will be reviewed annually through an Equity and Diversity Audit, with progress reported in the Annual Report (Public Sector Act 2022 Qld). The plan will be updated yearly to address any issues identified in the audit.



SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY EDUCATION · 5 GENDER EQUALITY · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES

Queensland Government Sustainability Framework Alignment

Good Jobs *Better Jobs* *Great Lifestyle*

PROUD MEMBER DIVERSITY COUNCIL AUSTRALIA



ACTION PLAN

Inclusive Culture and Belonging	Attracting and Supporting a Diverse Workforce	Leadership and Capability	First Nations Participation and Success	Wellbeing, Flexibility and Inclusion
Create a workplace culture where employees feel safe, respected, connected and empowered to contribute.	*Strengthen workforce diversity through inclusive recruitment, retention and career development practices.*	*Develop inclusive leaders and create equitable access to growth and leadership opportunities.*	*Strengthen cultural awareness, participation and opportunities for First Nations employees and communities.*	*Support employee wellbeing through flexible, safe and accessible work practices.*
• Promote respectful workplace behaviours. • Strengthen psychosocial safety and wellbeing. • Foster inclusive communication and practices. • Increase employee engagement and belonging. • Deliver awareness and education initiatives.	• Expand inclusive recruitment processes. • Attract diverse talent. • Strengthen entry-level and early-career pathways. • Improve workforce accessibility. • Support retention and progression strategies.	• Build inclusive leadership capability. • Strengthen leadership accountability. • Increase access to higher duties and progression opportunities. • Support career development and succession planning. • Develop pathways for underrepresented groups.	• Build cultural capability and awareness. • Increase First Nations recruitment pathways. • Strengthen community and organisational partnerships. • Support career development and progression. • Promote culturally safe engagement and support.	• Support flexible working arrangements. • Improve accessibility and workplace adjustments. • Enhance wellbeing resources and support. • Support family and caring responsibilities. • Promote healthy and sustainable work practices.

GOVERNANCE, ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

Embed diversity, equity and inclusion into organisational systems, reporting and decision making.

- Strengthen DEI governance and leadership oversight.
- Improve workforce reporting and insights.
- Enhance data maturity and integrity.
- Monitor and evaluate outcomes.
- Drive continuous review and improvement.

STRATEGIC PRIORITY	KEY ACTIONS
Inclusive Culture and Belonging	• Deliver ongoing DEI awareness and respectful workplace training. • Strengthen psychosocial safety and active bystander capability. • Promote inclusion through communication, events and awareness initiatives. • Support employee voice and participation.
Attracting and Supporting a Diverse Workforce	• Expand inclusive recruitment and attraction practices. • Strengthen early-career and entry-level pathways. • Increase outreach and partnerships with diverse communities. • Improve workforce representation across operational and technical areas.
Leadership and Capability	• Develop inclusive leadership capability across all leadership levels. • Support equitable access to development opportunities. • Increase visibility and transparency of higher duty opportunities. • Embed DEI expectations into leadership practices.
First Nations Participation and Success	• Continue cultural awareness and education initiatives. • Strengthen pathways for First Nations employment and progression. • Partner with First Nations organisations and stakeholders. • Support culturally safe workplace practices.
Wellbeing, Flexibility and Inclusion	• Support flexible work practices across the organisation. • Improve access to wellbeing resources and support services. • Continue implementation of workplace adjustments. • Promote healthy, respectful and supportive work environments.
Governance, Accountability and Continuous Improvement	• Establish formal DEI governance mechanisms and working groups. • Improve workforce data quality and reporting capability. • Use workforce insights to guide planning and decision making. • Review and refresh DEI actions annually.

FIVE YEAR SUCCESS INDICATORS

- Workforce representation trends reflect increasing diversity.
- Improved recruitment, retention and progression outcomes.
- Increased leadership participation in DEI development activities.
- Improved employee DEI engagement, belonging and inclusion indicators.
- Increased completeness and quality of workforce diversity data.
- Positive wellbeing and psychosocial safety outcomes.
- Increased participation in DEI learning and awareness initiatives.
- Positive annual DEI audit initiatives.

REVIEW MECHANISM	OUTCOME
Annual DEI Audit	Measure progress against strategic priorities and actions.
Workforce Planning Processes	Identify emerging workforce trends and capability needs.
Workforce Data and Reporting	Track representation, recruitment, retention and development outcomes.
Employee Engagement and Inclusion Measures	Monitor belonging, wellbeing and workplace culture indicators.
Annual Review of DEI Action Plan	Ensure actions remain aligned to organisational priorities and continuous improvement opportunities.

CONCLUSION

The Port of Townsville remains committed to building a diverse, equitable and inclusive workplace where people feel safe, respected, supported and empowered to succeed.

This refreshed plan reflects both the progress achieved to date and the opportunities that lie ahead. By continuing to align our DEI strategy, workforce insights, leadership capability and organisational practices, we will strengthen our culture and create a workplace that reflects the diverse communities we serve.

DEI is not a standalone initiative — it is part of how we work, lead and grow together.



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