



DIVERSITY AND INCLUSION PLAN

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TasPorts acknowledges the Traditional Owners and Custodians of lutruwita (Tasmania), the palawa, who have cared for the land, skies, and waters for tens of thousands of years. We honour their enduring connection to country, particularly the coastal regions and waterways that hold deep cultural, spiritual, and historical significance.

We acknowledge the Aboriginal people who continue to care for this country today.

We pay our respect to their Elders, past and present.

From the Executive Team



I am pleased to present TasPorts' Diversity and Inclusion Plan.

Under the banner of 'TasPorts', I am incredibly proud of the momentum we have in laying the foundation for an evolving workplace culture of excellence and continuous improvement.

As our organisation continues to mature, through this Plan, we aspire to provide a working environment in which all our people are valued and respected, have equal access to opportunities and are able to fulfil their talents and potential.

I encourage everyone to embrace the elements within this Plan and the guidance it offers as to how to embed diversity and inclusion as core to organisation, and how we operate.

Anthony Donald

Chief Executive Officer



Here at TasPorts, we pride ourselves on valuing our people and are committed to promoting and empowering an inclusive, respectful and equitable workplace.

We each have a shared responsibility to increase diversity and strengthen inclusion through critical reflection on our systems, structures, attitudes and behaviours and to implement actions so as to effect positive change that benefits us all.

This Diversity and Inclusion Plan provides us with a roadmap by which to create a positive organisational culture, as an intrinsic link between inclusion and well-being.

In doing so, we are upholding TasPorts' values and our commitment to create a healthy and safe environment for all.

Julie Garth

Group Executive People and Culture

About TasPorts

The Tasmanian Ports Corporation Pty Ltd (TasPorts) is a state-owned company responsible for the management and operation of Tasmania's port infrastructure, including 11 ports and the Devonport Airport.

As the owner and operator of Tasmania's multi-port network, TasPorts provides essential marine, landside, and logistics services, supporting key Tasmanian industries including tourism, agriculture, mining and forestry. With 99% of the state's freight task passing through Tasmania's ports, the organisation is committed to delivering safe, reliable and sustainable port operations that contribute to Tasmania's economic prosperity.

TasPorts' roles and responsibilities include:

- **Port management and operations**

Overseeing Tasmania's multi-port system, ensuring seamless connectivity for domestic and international trade, including slipway, refuelling and floating plant facilities, as well as community waterfront assets in Hobart and Stanley, and on King and Flinders islands.

- **Marine services**

Providing pilotage, towage coordination, Vessel Traffic Services (VTS) and navigational aids to facilitate the safe movement of vessels.

- **Infrastructure and asset management**

Investing in and maintaining critical port infrastructure to support industry needs and future growth.

- **Trade and industry development**

Partnering with customers and stakeholders to enhance freight logistics, cruise tourism and emerging sectors such as offshore renewable energy.

- **Environmental stewardship and innovation**

Implementing modern technology and sustainable practices to minimise environmental impact, ensure port efficiency and support Tasmania's clean energy transition.

As the owner and operator of the Devonport Airport, TasPorts also plays a key role in facilitating air passenger and freight connections to and from the North-West Coast region, with more than 120,000 passengers transiting each year.

Under a Deed of Agreement with Marine and Safety Tasmania (MAST) and the Crown, TasPorts performs specific functions within Tasmania's primary and secondary port areas. Additionally, TasPorts supports freight services to King Island through its wholly owned subsidiary, Bass Island Line Pty Ltd, which provides a regular, safe and dedicated shipping service, with a focus on achieving long-term commercial sustainability.

TasPorts manages the Burnie Chip Export Terminal (BCET) and is also a partner in Southern Export Terminals Pty Ltd, a joint venture with Qube Ports that manages bulk forestry log storage and exports from the Port of Hobart.

At TasPorts, we are committed to connecting people, products and solutions, while driving sustainable growth and delivering value to Tasmania's communities, industries and economy.

Introduction

The Tasmanian Ports Corporation Pty Ltd (TasPorts) is a state-owned company responsible for the management and operation of Tasmania's port infrastructure, including 11 ports and the Devonport Airport.

A diverse workforce benefits us all. With diversity comes a variety of personal perspectives, experiences, visions and ideas to the workforce. This assists TasPorts in driving innovation and problem-solving and contributing meaningfully to the communities in which TasPorts operates. By embracing our differences we support everyone to realise their full potential. Building an inclusive workplace promotes improved productivity, greater creativity and innovation, higher employee well-being and engagement, and reduced employee turnover.

Through this five-year Diversity and Inclusion Plan (D&I Plan), TasPorts has formalised its pathway towards creating a workforce that reflects the diversity of our community, and of our nation, allowing everyone to feel accepted, comfortable and welcomed at work.

TasPorts' D&I Plan is guided by the organisation's shared values of:

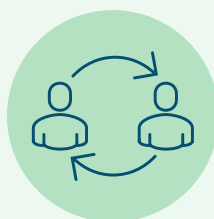


SHARED VALUES



PROUD

Proud to play our part, we follow through with courage and conviction.



CARE

To show care, we actively engage and listen.



TOGETHER

We don't go it alone, because we're better together.



SHARE

Information empowers, so we share it generously.



TRUST

We trust our people and processes, to deliver with integrity.

What is diversity and inclusion?

Diversity is about respecting people's differences and the different ways in which people identify.

Diversity includes, but is not limited to:

- race;
- gender equality;
- ethnicity;
- indigenous background;
- cultural background;
- religion;
- gender identity;
- mature age;
- ability or disability;
- sexual orientation;
- language skills;
- experience;
- education; and
- family and carer responsibilities.

Inclusion is creating a place of belonging, where individuals are valued with equality of opportunity and able to participate fully.

An inclusive workplace is one that promotes respect and understanding of all individuals and removes barriers to workplace participation and success.

Creating an inclusive workplace also supports our desire for a positive workplace culture and environment where we all feel that we belong.

An inclusive workplace also enables all people to fully contribute, collaborate and actively engage with everyone to their full potential.

Diversity at TasPorts

Gender equality at TasPorts

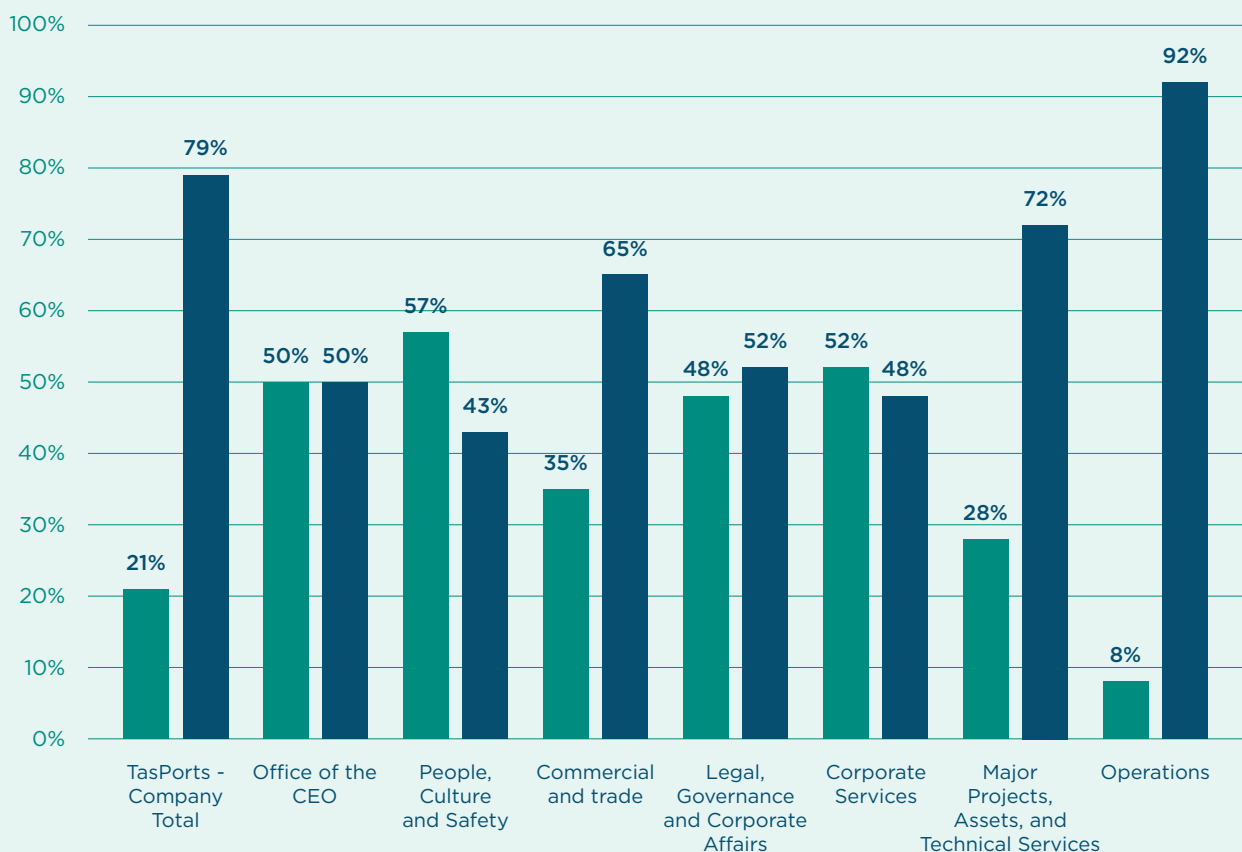
Currently, TasPorts' diversity related data is limited to gender-based demographics. Throughout the implementation of the D&I Plan, TasPorts will gather further relevant data to provide an outline of our diversity demographics.

The data on gender diversity indicates that TasPorts is a male-dominated business. This is not unusual for a business where there is a significant proportion of the workforce engaged in marine and operations-based activities. Notwithstanding this, TasPorts is eager to continue to promote diversity initiatives to increase the participation of female identifying employees within TasPorts, and particularly in the Growth and Operations and People Leader groups.

Workforce gender balance demographics are as follows:

TASPORTS GENDER DEMOGRAPHICS

BY DIVISION, AS AT MARCH 2025



Priorities

In line with TasPorts' People and Culture Strategy 2024, Corporate Intentions and Sustainability Strategy, throughout the next five years TasPorts will increase its focus on supporting and creating diversity within its workforce in tandem with a culture of inclusiveness.

The success of the TasPorts D&I Plan will be achieved through measurable and attainable goals focusing on specific diversity groups:

- Women
- LGBTQIA+
- Indigenous and Torres Strait Islander participation
- Cultural and linguistic minority groups
- Younger workers
- Older workers
- Employees with a disability

To form and drive our actions, TasPorts will leverage diversity and inclusion data. To achieve this, we will:

- Collect diversity and inclusion data on an annual basis through the Employee Engagement survey and Diversity survey.
- Evaluate diversity and inclusion activities through regular reporting on employee participation rates, feedback received and engagement scores.
- Track data changes against the implementation of the D&I Plan.

Objectives

We will build data driven awareness and understanding of diversity and inclusion to add long term value to TasPorts.

Through increased awareness, TasPorts will:

- Provide a workplace that is inclusive, safe and where all employees feel a sense of belonging.
- Provide a workplace where all employees feel equally valued, respected and free to speak to a peer or manager about any concerns or needs which could be accommodated.
- Ensure all employees can feel able to bring their full authentic selves to work.
- Increase the participation of women in our business with particular emphasis on participation in leadership and Science, Technology, Engineering, and Math (STEM) roles.
- Ensure the diversity within TasPorts is reflective of the diversity of our customer and community base in Tasmania.
- Provide opportunities to develop greater understanding of our differences.
- Celebrate, welcome and build pride in and respect for the diversity and culture that exists within the business.

The achievement of these objectives will support our vision of proudly connecting people, products and solutions for the benefit of all Tasmanians.



Benefits

The benefits of a diverse and inclusive workforce are proven. The outcomes benefit individuals, organisations and communities as a whole by bringing a diversity of thinking, approaches and skillsets.

For individuals

- Recognition of and ability to progress career on the basis of individual skills, talents and abilities.
- Building respectful, open and supportive work environment.
- Workplace flexibility embraces the idea that employees can be productive no matter when or where they perform their work.
- Diverse employee groups employed in a variety of work groups.

For TasPorts

- Bringing new ways of thinking, analysis and problem solving.
- Increasing innovation and creativity.
- Building on capability required now and in the future.
- Employer of Choice to attract quality diverse talent.
- Improving culture and diversity awareness.
- Meet community and customer expectations.



Key areas and phases

PHASE ONE | YEAR ONE

Quick wins across all areas with the aim to:

- Raise awareness
- Lead
- Celebrate Diversity

PHASE TWO | YEARS TWO TO THREE

Gender diversity

Accessibility

PHASE THREE | YEAR FOUR TO FIVE

LGBTQIA+

Indigenous and Torres Strait Islander participation

Cultural inclusion

The D&I Plan comes into effect January 2024.



Governance | Structure

We recognise and understand the importance of strong governance as key to successfully achieving our D&I Plan, and that each stakeholder's role and accountabilities need to be clear.

To drive implementation of the D&I Plan, TasPorts Board, Executive Leadership Team, the People and Culture division in partnership with other self-nominated representatives from around the business will act as Allies for our Diversity and Inclusion efforts.

TasPorts Board

The TasPorts Board is supportive of the D&I Plan and will promote D&I initiatives at a Board level.

Executive Leadership Team (ELT)

A fully engaged and supportive ELT is crucial to the progression of D&I Initiatives. To this end, the D&I Plan will be sponsored by the appointed ELT member. The People & Culture Group Executive will be a constant co-sponsor for D&I initiatives.

A single ELT member will be appointed as a co-sponsor of the Diversity Working Group. This position will rotate every six months to ensure each ELT member acts as a co-sponsor throughout the life of the D&I Plan.

The ELT co-sponsors will provide feedback to the Diversity Working Group around the strategic direction of Diversity and Inclusion at TasPorts and will hold the Diversity Working Group accountable for achieving its vision.

Each ELT member will be individually responsible and accountable for successfully implementing Diversity and Inclusion initiatives within their division within the allotted timeframe.

People and Culture

The People and Culture Group Executive will be a constant co-sponsor for D&I initiatives.

The Head of People & Culture, within the People and Culture Division, is responsible for Chairing the Diversity Working Group as well as advising and supporting group members and the broader

organisation to achieve TasPorts' Diversity and Inclusion commitments.

The Head of People & Culture is also responsible for reporting to the ELT co-sponsors and broader ELT on the status of the actions within each action plan.

The broader People and Culture division will:

- take a lead role and contribute to, developing and implementing the D&I Plan;
- develop and implement appropriate reporting frameworks; and
- provide training and support to managers and supervisors to assist them to implement diversity initiatives and actions.

Supervisors and Managers

Supervisors and managers will:

- work to implement initiatives and actions outlined in the D&I Plan and help employees understand the D&I Plan;
- actively promote a diverse and inclusive workplace culture that is free from discrimination;
- foster a culture within their teams where the diversity of employees is recognised, valued and utilised;
- ensure recruitment is on merit, including supporting employees who require reasonable adjustment;
- wherever possible, ensure that the scheduling of meetings, travel and other work arrangements take into account the commitments of carer responsibilities of employees; and
- seek to maintain a workplace that is free from discrimination.

Diversity Working Group

The members of the Diversity Working Group will be appointed by the ELT and will work to provide oversight of diversity and inclusion activities within the organisation.

Individuals within the Diversity Working Group will have governance over the focus groups and will have accountability for the delivery of diversity and inclusion activities contained within the D&I Plan.

The Diversity Working Group will meet every two months, with a diverse range of representatives from across TasPorts.

The Diversity Working Group also includes contributions and support from the ELT co-sponsors, People and Culture Group Executive and external members.

The Diversity Working Group will act as Allies for TasPorts' diversity and inclusion efforts.

D&I Plan Focus Groups

Focus groups will be created to support the delivery of TasPorts' D&I Plan goals.

Focus groups will be led by nominated individuals within the Diversity Working Group.

Focus groups will be responsible for developing,

delivering and monitoring their relevant action plans, and reporting to the Diversity Working Group.

Focus group members are expected to:

- act as a consultation body on matters relating to their diversity group;
- actively own and progress diversity and inclusion activities as defined in the action plans;
- provide information to the wider staff body on their area of responsibility; and
- provide regular reporting on progress and status to the Diversity Working Group.

D&I Plan Consultation

Prior to implementing the D&I Plan, TasPorts will consult with all relevant groups including the ELT and Board, the Senior Management Team (SMT), the Diversity Working Group and the broader employee group. Consultation sessions with employees will be focussed on raising awareness, providing information and a draft version of the D&I Plan, and providing an opportunity to respond to draft D&I Plan and ask any questions.



Governance | Reporting

We recognise and understand the importance of continual feedback. As such we will embed mechanisms to effectively Report, Measure and Evaluate our successes, challenges and opportunities.

Identifying

The D&I Plan has identified areas for improvement and action to create a diverse and inclusive workforce.

Planning

This D&I Plan sets out actions and priorities to implement with identified measures of success that are linked to achievable timeframes.

Reporting and measuring our success

People and Culture will implement a reporting process to track progress against the action plan and ensure timelines are met.

The results will be evaluated against set targets and outcomes provided to the Senior Management Team and Group Executives.

An annual D&I report will be created and shared with the business to ensure transparency is maintained and to deliver results on how TasPorts is tracking against the action plan items.

D&I annual report and data gathered will include:

- D&I survey data
- Consider employee engagement survey responses by gender to identify where greater supports are needed
- Undertake D&I benchmarking exercises with similar GBEs and Port Authorities

Employee exit data to identify any emerging patterns

Realising and evaluating benefits

Annual D&I surveys and audits will be conducted to evaluate improvements made within the workplace.

Evaluation

People and Culture will undertake a review of the Policy and D&I Plan in **early 2026** and will undertake a full evaluation in mid-2027.

Relevant diversity and inclusion legislation:

- *Australian Human Rights Commission Act 1986 (Cth)*
- *Fair Work Act 2009 (Cth)*
- *Workplace Gender Equality Act 2012 (Cth)*
- *Anti-discrimination Act 1998 (Tas)*

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