

## Our Values

Our Values are simple, but they drive everything we do and guide our behaviours and decisions. They are the essence of what is important to us, as we work together to deliver our goals.

### **Collaboration** Achieving together

We work together, building trusting relationships and consider the impact of our actions. We look for ways to contribute to a better future for our people, our communities and the environment.

### **Accountability** Owning It

No matter where we work, our role or where we are from, we have standards to which we hold ourselves and each other accountable. We strive to make the right choices every time. We do what we say we are going to do and take responsibility for our actions.

### **Respect** Valuing everyone always

We value each other and create an environment where everyone's voice is heard and respected.

### **Excellence** Delivering our best

We strive for excellence in everything we do, to optimise performance and productivity. In doing so, we deliver for our teams, our customers, our organisation and ourselves. We learn from the past while embracing innovation and change.

## Declared Port Limits

The vessels that find safe harbour and trade at Kwinana Port berths are only able to do so because of Fremantle Ports' significant investment in, and maintenance of, maritime navigational aids found within and around the ports waters.



## Strategic Plan 2027



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## Strategic Plan 2027

CONNECTING  
WESTERN AUSTRALIA  
TO THE WORLD





## Acknowledgement

Fremantle Ports acknowledges the Noongar people as the Traditional Custodians of port land and waters and pays respect to their Elders past, and emerging. For 126 years, the Port of Fremantle has evolved, changed and continues to operate in places that have deep significance to Noongar people. The entrance to the Swan River (Derbal Yerrigan) and Cockburn Sound (Derbal Nara) are our workplace, but for countless generations have been central to Aboriginal people from this region.

## Introduction

**Fremantle Ports is dedicated to enhancing the lives of Western Australians, and the industries they work in. As Western Australia's largest general cargo port, we recognise the importance of adapting to a growing population, economy, and urban footprint. It's time for Fremantle Ports to reimagine how we fulfill our mission: Facilitating Trade for a more prosperous Western Australia.**

Through extensive consultation with our government partners, customers and communities, we have a clear vision for the future. The 2027 Strategic Plan is a focused and purposeful blueprint, underpinned by our values of **collaboration, accountability, respect, and excellence**, that charts a path for driving prosperity in Western Australia now and in the future.

During this consultation it became clear that while we are one organisation, we have three very different precincts, each with unique opportunities, challenges, and desired outcomes. Immediately adjacent to the city of Fremantle on the southern bank of Derbal Yerrigan (Swan River) is **Victoria Quay** with the potential to become a significant, vibrant destination for tourism and trade. On the north bank **North Quay**, with 2.2km of berths, supports the Western Australian container, and break-bulk trades. In Cockburn sound Fremantle Ports has several bulk facilities that are collectively known as **Kwinana Port** that sustain a number of critical commodities for the State.

From a high-demand area like Kwinana Port in need of critical infrastructure investment, or a need for continued reliability and accessibility at North Quay, through to managing the demands of public events, tourism, and port operations at Victoria Quay - Fremantle Ports' three precincts have unique environments, opportunities, future needs, stakeholders, and challenges. The 2027 Strategic Plan reflects this distinction and captures a vision and direction that is different for each precinct. Further, the 2027 Strategic Plan captures Fremantle Ports' commitment to undertake a significant program of works to expand, transform, and optimise our precincts - delivering jobs, infrastructure, and prosperity to Fremantle, Kwinana and Western Australia.

## Our Vision

### North Quay

#### Optimisation

**A modernised port pursuing continuous improvement and excellence**

North Quay must continue to facilitate growing trade for the coming decades, as container trade relocates to Kwinana and Roll-on-Roll-off (RoRo) trade transitions. Fremantle Ports must turn its focus onto the reconfiguration and investment to optimise port operations in order to foster trade growth and future development towards a modern trade hub.

### Kwinana Port

#### Expansion

**A port with significantly increased capacity through multi-billion dollar expansion program**

Kwinana is rapidly becoming Western Australia's (WA) metropolitan heart of industries and trade. Future plans for the area, including Westport and in projects associated with the growth of the Western Trade Coast, will lead to step-change requirements for marine and landside supply chains. Fremantle Ports will play a critical part in this by providing port operations to support trade and industry and by securing investment funding to expand and deliver critical port infrastructure to ensure trade resilience and economic growth in WA for the next century. Throughout this, Fremantle Ports will engage with our community and Indigenous partners to deliver sustainable solutions.

### Victoria Quay

#### Transformation

**A vibrant waterfront destination for tourism and trade**

Victoria Quay connects our operations and the community in which we operate. Fremantle Ports must ensure tourism and port operations continue harmoniously whilst making best use of our assets.

## Our Purpose

**Facilitating trade for a more prosperous Western Australia:**

- To enable importers and exporters
- To not limit ourselves to ports
- To link our function under the *Port Authorities Act 1999* and the *Government Trading Enterprise Act 2023*.
- To drive trade growth through our investments
- To support Western Australia's economic growth and development
- To serve the people of Western Australia
- To connect Western Australia to the world
- To be responsible land custodians, including bringing property not required for port use into productive use for the good of Western Australia



"2025 sees us embark on the most ambitious investment cycle Fremantle Ports has ever been through, creating infrastructure, jobs and prosperity for our community."

## Our Pillars

Our Pillars ensure that Fremantle Ports is set up for long-term success, committing to an investment in our people and our practices. These five foundational pillars are areas of focus and improvement. They guide us on our continuous journey towards operational excellence, connecting our people to our precincts and forming the foundation to successfully achieve our precinct visions and wholistic purpose - together.

### SAFETY

Integrating safety throughout the organisation to keep people safe and well

### SUSTAINABILITY

Ensuring we have a sustainable port and supply chain, delivering economic, environmental and social returns over the long term

### PEOPLE & CULTURE

Fostering an engaged and enabled organisation, through investment in our people and systems

### CUSTOMERS & PARTNERS

Building strong relationships with our customers and partners for shared successes and growth

### ASSETS

Optimal planning and successful delivery of asset investment for growth and sustaining works, continually striving for operational excellence

