

Strategy 2030



Growth, prosperity, community.



Our Vision

To enable \$1B in added economic, financial and social impact for the people of Queensland by 2035.

Our Purpose

As an operator, developer and enabler, maximise the utilisation of our port facilities, land and services whilst upholding the highest standards of safety, environmental performance and integrity.



Our values & behaviours

In delivering for our shareholders, we individually and collectively uphold Gladstone Ports Corporation values.

They guide our behaviours, how we treat our customers, our partners, stakeholders and each other.

Our values and behaviours determine what is important and bind us together as an organisation and as workmates.



No Harm

We are committed to ensuring the safety, health and wellbeing of our people and the environment.



Integrity

Our integrity is founded on trust, honesty, transparency, inclusivity, respect and reliability. We do what we say we are going to do, every time.



Accountability

We understand and accept our responsibilities. We learn from success and failure. We are empowered to take action. We hold each other to account for our actions and results.



Customer focus

We listen to our customers, understand their needs and are invested in their success. We strive to provide them with an outstanding experience every time they engage with us. We are a pleasure to work with and can be relied upon to deliver.



Passion

We are proud of our heritage, who we are, what we do and where we are headed. As custodians of our ports, our commercial success demonstrates our deep commitment to the prosperity of the Queensland community.



Humility

We are humble in our dealings with each other and our customers, partners and stakeholders. We help each other, collaborate and operate as one enterprise in the service of the Queensland community.

We will not walk past behaviours that go against these values or apply them selectively.

Drivers of our Strategy

Gladstone Ports Corporation is an organisation that makes a significant contribution to the prosperity of Queensland and Australia. Since 1914 we have proudly established, managed and operated port facilities, land and services.



As a Queensland Government Owned Corporation, we operate under State legislation. This guides our work and ensures we meet our core responsibilities and performance goals to deliver economic, financial and social benefits and provide intergenerational stewardship of public assets for all Queenslanders.



We are an essential part of the supply chain for industries that underpin Australia's economy, including agriculture, construction, mining, energy, fuel supply, defence, the maritime industries and manufacturing.



Our operating environment is dynamic, with profound shifts in demographics and societal expectations. Global energy and manufacturing systems are changing. Rising geopolitical tensions are disrupting longstanding systems of international cooperation and trade. Escalating security and cybersecurity threats require constant vigilance. AI, automation and responding to a changing climate will also shape our future. Ongoing disruption is inevitable. We must be able to adapt to the pace of change in the world around us.



We must better support existing customers and facilitate the growth of new ones by offering clear plans, competitive terms and reliable and efficient services. Our customers' success will improve the wellbeing and resilience of communities in our regions.



The expertise, experience and dedication of our people will make this possible. We will provide a safe, inclusive, collaborative and empowered workplace, as well as the skills, tools and opportunities our people need.



We will continue to respect and work closely with First Nations People and cultures in all the land and sea Country in which we operate. We aim to see them more deeply engaged in our company with initiatives that support their communities, businesses and Peoples.

Our focus

Our strategy is focused on three pillars of success:



Economic, Financial and Social Impact

Port facilities, land and services that drive prosperity and resilience for businesses, industries and regions, for the benefit of all Queenslanders



Operational Excellence

Outstanding people supported by secure, effective, efficient and resilient infrastructure, systems, processes and technology

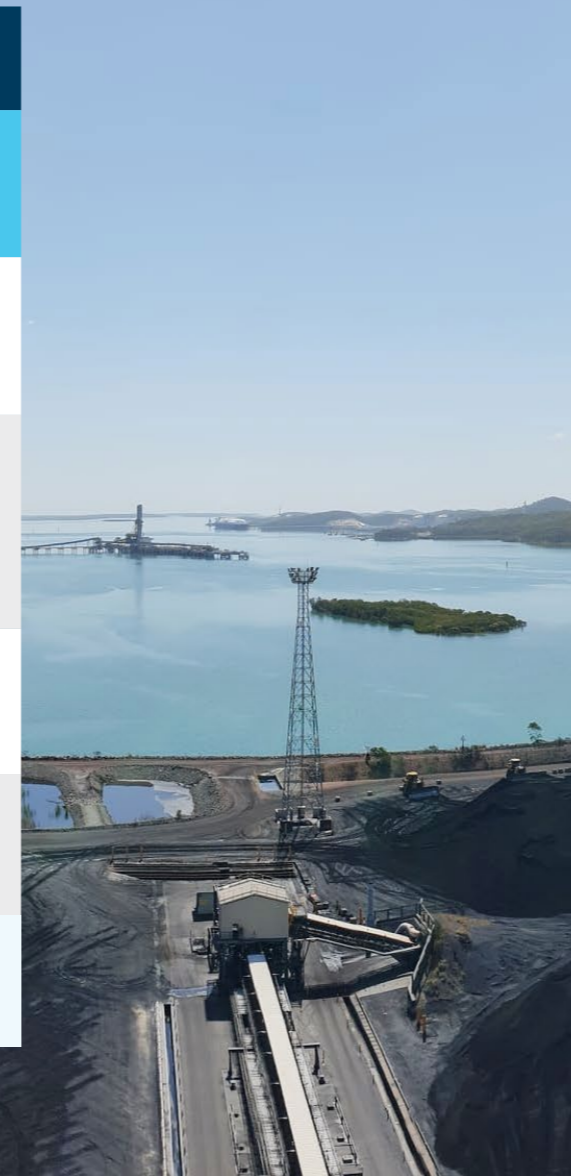


Our Values & Behaviours

One enterprise that lives its values every day

Strategic objectives & actions

Success pillar	Economic, Financial & Social Impact	
Our objective	Port facilities, land and services that drive prosperity and resilience for businesses, industries and regions, for the benefit of all Queenslanders	
WE WILL	SO-1.1	Target our product and service offerings based on a deep understanding of our external environment and the evolving needs and expectations of shareholders and customers.
	SO-1.2	As an operator, developer and enabler grow the pipeline of new business opportunities and accelerate the conversion of opportunities to customer outcomes.
	SO-1.3	Enhance our capability to operate in a commercial and professional way, delivering an outstanding customer experience.
	SO-1.4	Measure and monitor the quality, impact and value of our facilities, land and services to drive continuous improvement.
We will not deliver services that fail to consider our shareholders' and customers' changing needs and our obligations as custodian of our ports on behalf of the people of Queensland.		



Success pillar	Operational Excellence	Our Values & Behaviours
Our objective	Outstanding people supported by secure, effective and resilient infrastructure, systems, processes and technology	
WE WILL	SO-2.1	Focus our financial, physical and people capabilities to meet priority customer and shareholder needs through rigorous planning, investment decision-making, execution and performance management.
	SO-2.2	Uplift enterprise systems, processes and technologies to improve efficiency and reduce complexity, enabling an improved customer and employee experience and maximising commercial performance.
	SO-2.3	Embed whole-of-lifecycle asset, data, information and technology management best practice across the enterprise.
	SO-2.4	Implement secure, stable and resilient ways of working that support sustained delivery of outcomes for our shareholders and customers.
	SO-3.1	Ensure a safe, diverse, respectful, inclusive, and collaborative workplace, where the contributions of our people are valuable and valued.
	SO-3.2	Build a unified customer-focused, high integrity and accountable enterprise culture where all employees have a growth mindset and are empowered to deliver.
	SO-3.3	Avoid and minimise adverse ecological impacts in every aspect of our business, meeting the highest standards of environmental stewardship.
	SO-3.4	Align and connect the contributions of every staff member to ensure the collective delivery of our Strategy.
We will not invest in capability that does not support sustained, high-quality delivery to our shareholders and customers..		We will not avoid honest reflection of our performance and our accountability to each other and our shareholders, customers, partners and stakeholders.

Our success will be measured by:

Economic, Financial & Social Impact	Operational Excellence	Our Values & Behaviours
The levels of satisfaction and trust of our shareholders, customers, partners and stakeholders.	Our delivery against agreed shareholder and customer requirements and commitments.	Our performance benchmarked against health, safety, security, environment and employee experience best practice.
The economic, financial and social impact we deliver to the people of Queensland, especially in the regions where we operate.	Capacity utilisation, service performance, system reliability, security and operational resilience benchmarked against best practice.	Individual and team behaviours and actions demonstrate commitment to organisational values and alignment with our Strategy.

Implementing our Strategy

SUCCESS PILLAR	STRATEGIC OBJECTIVE	2026-27	2027-28	2028-29	2029-30	2030-31
ECONOMIC, FINANCIAL & SOCIAL IMPACT	1.1 Target product and service offerings...	■	◆	◆	●	●
	1.2 Build the growth pipeline...	◆	◆	◆	◆	◆
	1.3 Build customer skills and culture...	■	◆	◆	◆	●
	1.4 Measure, monitor and report...	■	◆	●	●	●
OPERATIONAL EXCELLENCE	2.1 Focus capabilities to customer and shareholder priorities..	■	◆	◆	◆	◆
	2.2 Uplift systems, processes and technology...	■	◆	◆	◆	◆
	2.3 Whole of life cycle management...	■	◆	◆	◆	●
	2.4 Secure, resilient and sustainable services...	■	◆	◆	◆	●
OUR VALUES & BEHAVIOURS	3.1 Safe, respectful and flexible working environment....	◆	◆	◆	◆	●
	3.2 Unified customer-focused, high integrity culture...	■	◆	◆	◆	◆
	3.3 Environmental performance and stewardship...	◆	◆	◆	◆	◆
	3.4 Align and connect contributions of all employees...	■	◆	●	●	●

■ PLAN ◆ DELIVER ● CONTINUOUS IMPROVEMENT

About GPC

We are a Queensland Government Owned Corporation (GOC) and operate under the authority of the Government Owned Corporations Act 1993.

We are also a Port Authority operating under the authority of the Transport Infrastructure Act 1994 for the Ports of Rockhampton, Gladstone, Bundaberg and Maryborough. We also have employees based in our Brisbane office. A Port Authority's core role is to establish, manage and operate effective and efficient port facilities, land and services.

GPC's services include customer engagement, terminal operations, marine pilotage, port land and infrastructure development and maintenance, security and emergency response, strategic and regulatory land use planning, property leasing and facilities management, as well as the provision of community and visitor facilities. These services are enabled by a diverse range of enterprise support capabilities.

We acknowledge and recognise Aboriginal and Torres Strait Islanders as the First Peoples of this country. We acknowledge the Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda, Darumbal, Kabi Kabi, Butchulla, Turrbal and Yuggera Peoples on whose land and sea Country we work and live. We respect their Elders past and present, and embrace reconciliation to make positive, enduring change for our nation.

For more information

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 gpcl.com.au

