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**Manly Fast Ferry | The NRMA**

**Manly Ferry Service Contract**

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**Operator Sustainability Plan**

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Revision 01

Date 17/03/2023

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## Document control

<b>Title</b>	Manly Fast Ferry Operator Sustainability Plan		
<b>Document number</b>	MFF-014-REV01		
<b>Revision Details</b>	Rev	Date	Reason
	00	2022-08-22	Tender BAFO draft
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<b>This document</b>	<i>Name</i>	<i>Position</i>	<i>Signature/Date</i>
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<b>Authorised by</b>	Nell Payne	CEO – Marine	17/03/2023

## Document numbering convention

Document number (excluding revision)	Document name
MFF-001	Manly Fast Ferry Operator Communications and Marketing Plan
MFF-002	Manly Fast Ferry Operator Stakeholder Engagement Plan
MFF-003	Manly Fast Ferry Accessible Transport Action Plan
MFF-004	Manly Fast Ferry Environmental Plan
MFF-005	Manly Fast Ferry Customer Experience Plan
MFF-006	Manly Fast Ferry Safety Management Plan
MFF-007	Manly Fast Ferry Small and Medium Enterprise and Regional Procurement Plan
MFF-008	Manly Fast Ferry Aboriginal Participation Plan
MFF-009	Manly Fast Ferry Disability Engagement Plan
MFF-010	Manly Fast Ferry Diversity Inclusion Plan
MFF-011	Manly Fast Ferry Business Continuity and Disaster Recovery Plan
MFF-012	Manly Fast Ferry Operator Disruption Management Plan
MFF-013	Manly Fast Ferry Local Content Plan
MFF-014	Manly Fast Ferry Operator Sustainability Plan
MFF-015	Manly Fast Ferry Industrial Relations Plan
MFF-016	Manly Fast Ferry Asset and Services Plan
MFF-017	Manly Fast Ferry Transition In Plan

## Revision numbering convention

Documents start at REV00, then are incremented by 1 at each change.

Therefore:

- REV00 – initial version
- REV01 – second version
- REV02 – third version

## Purpose and context

### Purpose

This **Operator Sustainability Plan** has been developed in alignment with the agreed contractual arrangements between Manly Fast Ferry (MFF) and TfNSW outlined in *Schedule 16 – Environmental requirements* of the Manly Ferry Service Contract.

MFF is part of The NRMA - as a member-based organisation of more than 2.7 million members. The NRMA is committed to reducing our greenhouse gas emissions across our operations and supply chain, as well as supporting broader community decarbonisation through our advocacy, our electric vehicle charging network, and our NSW-first investments in low-carbon marine transport.

As an organisation, the NRMA supports the Paris Agreement's long-term goal of limiting the increase in the global average temperature to well below 1.5 degrees Celsius above pre-industrial levels.

For both MFF and the NRMA to be part of the solution, the NRMA is currently developing a (pre-2050) net zero target (to be confirmed in late 2023) as well as interim emission reduction targets for 2030. In order to achieve this, we need a credible roadmap with specific initiatives and emission targets embedded into our organisational strategy and operational business plans.

To this end, the NRMA is currently developing granular Emission Reduction Plans (ERPs) for each of our business units, including MFF.

These plans will provide the detail on how we will reduce our emissions in line with our interim 2030 and subsequent net zero ambitions by 2050. The Business Unit aligned plans will provide the roadmap, the certainty and transparency to drive our emission reductions across the business.

The development of the ERP's detailing the specific emission reduction initiatives and targets is scheduled for completion by end of FY23 and implementation commencing FY24.

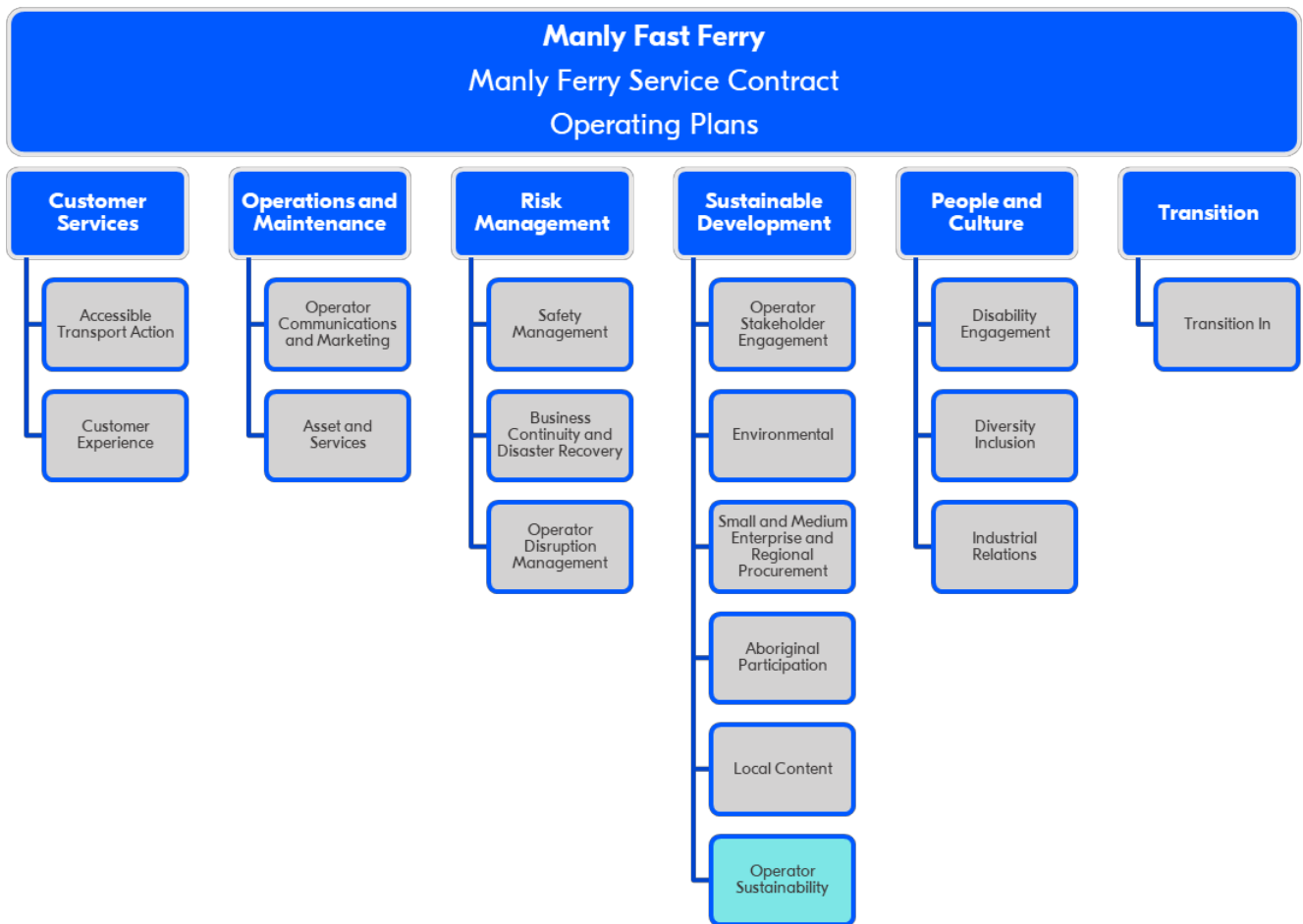
The NRMA has a long history of commitment and delivery to its members and to the community in which we serve. The path towards net zero is critical and urgent, and while we are still early in our decarbonisation journey, we are fully committed to pursuing it and expect our maturity to improve significantly with each passing year.

This Operator Sustainability Plan will be updated upon completion and endorsement of our ERP's with a revised copy to be provided to TfNSW upon completion in by early Quarter 2 FY24.

### Context

This **Operator Sustainability Plan** applies to the on-shore and on-water operational activities related to Manly Fast Ferry (MFF) which operate vessels within Sydney Harbour.

This Operator Sustainability Plan forms part of a suite of management plans for the operation of the Manly Ferry Service Contract for Transport for NSW:



The Operator Sustainability Plan should be read in conjunction with the Environmental Management Plan (EMP) and where relevant other secondary environmental plans, procedures and guidelines.

Other key NRMA Group Standards and Procedures listed below which support this Sustainability Plan should also be consulted on an as needs basis. These internal documents can be supplied to relevant and approved stakeholders as requested.

- NRMA Group - Risk Management Framework
- NRMA Group - Hazard & Risk Management Procedure (PROC2.5)
- NRMA Group - Incident Management Procedure (PROC2.6)
- NRMA Group - Incident Investigation Procedure (PROC2.7)
- NRMA Group - Document & Record Management Procedure (PROC3.5)
- NRMA Group - Training & Competency Procedure (PROC3.6)
- NRMA Group - Emergency Management Standard (STD4.1)
- NRMA Group – HSE Legal Register

### Periodic review

MFF will undertake an annual review of this Operator Sustainability Plan (OSP) and provide each update to TfNSW.

Revisions will take into account any changes to underlying policies and legislation within The NRMA, Manly Fast Ferry and/or NSW Government.

# Environmental Policy

At MFF, we are committed to operating in a responsible manner to mitigate or eliminate environmental hazards and risks. The NRMA Group Safety, Wellbeing and Environment Policy Statement outlines management's commitments to environmental management.



## Group safety, wellbeing and environment policy statement

### Scope

This policy statement is applicable to the business units and associated legal entities of the NRMA Group (the NRMA) operating in Australia and New Zealand and is relevant to all group employees, contractors and other persons.

### Our vision

To keep people moving whilst protecting our employees, contractors, Members, customers and passengers from injury, and our environment from harm.

### Our commitment

At the NRMA we are absolutely committed to everyone taking responsibility and being accountable for meeting our safety and environment obligations, to provide a safe workplace and protect the environment. The NRMA is committed to the following principles;

- Identifying and managing risks, particularly where they have the ability to cause harm to our people and community or our environment. Our focus will be both on fatal risks (those items which occur rarely but could have a severe outcome) and lower risk items (issues which occur more frequently but with a less severe outcome).
- Creating a culture that empowers people to own their safety behaviours and make good choices both at work and in their home life;
- Engaging with our stakeholders through meaningful communication and consultation which builds trust and delivers innovation and improvement in all aspects of safety;
- Providing proactive and insightful information, training and instruction to ensure we all have the capability to work safely and protect our environment;
- Promoting initiatives to support the environment and our communities to ensure we limit our impact and have positive interactions with both by preventing pollution, minimising energy and water use, reducing waste, protecting waterways and biodiversity, and reducing greenhouse gas emissions; and
- We will meet or exceed regulatory obligations and have a robust and useful management system framework to facilitate and support this.

### Our leadership

Compelling leaders who promote and re-enforce our values and behaviours by being exemplary role models. The NRMA will ensure it's adequately resourced and will set annual objectives to realise our vision.

A handwritten signature in blue ink that reads 'Rohan'.

Rohan Lund  
Group CEO

## Roles & Responsibilities

Role	Responsibility
<b>Chief Operating Officer (COO) Marine</b>	<ul style="list-style-type: none"> <li>Ensuring adequate resources within MFF are available to implement and achieve compliance to this OSP.</li> <li>Advocate at all times, commitment to this OSP and supporting environmental standards, policies and procedures relevant to the delivery of this OSP.</li> <li>Ensure that a review and revision of this OSP has been completed on an annual basis with the Senior Manager, Group Environment and Sustainability.</li> </ul>
<b>Operations Manager(s) - Marine</b>	<ul style="list-style-type: none"> <li>Ensuring adequate resources within MFF are available to implement and achieve compliance to this OSP.</li> <li>Advocate at all times, commitment to this OSP and supporting environmental standards, policies and procedures.</li> <li>Ongoing review in conjunction with operational staff and with assistance provided by the Environmental Business Partner environmental management performance, compliance and reporting which enables and supports the successful implementation of this OSP.</li> <li>Develop, maintain and communicate this OSP across the Marine operations.</li> <li>Develop and implement control measures to mitigate or minimise environmental risks.</li> <li>Report compliance performance and breaches to the COO.</li> </ul>
<b>Senior Manager, Group Environment and Sustainability</b>	<ul style="list-style-type: none"> <li>In collaboration with MFF Executive Team - ensure adequate resources within MFF are available to implement this O</li> <li>.</li> <li>Provide timely updates to the NRMA Group ESG Strategy and other supporting sustainability initiatives that are likely to have an impact on the success of this OSP.</li> <li>Advocate at all times, commitment to this OSP and supporting environmental standards, policies and procedures relevant to the delivery of this OSP.</li> <li>Ensure that a review and revision of this OSP has been completed on an annual basis with the COO.</li> </ul>
<b>Environmental Business Partner</b>	<ul style="list-style-type: none"> <li>Advocate at all times, commitment to this OSP and supporting environmental standards, policies and procedures.</li> <li>Ongoing review in conjunction with operational staff, environmental management performance, compliance and reporting.</li> <li>Develop, maintain and communicate this OSP across the Marine operations.</li> <li>Coach, mentor and train marine personal as required to ensure compliance with this OSP and where required, other supporting environmental management documents to support both internal and external regulatory compliance.</li> <li>Develop and implement control measures to mitigate or minimise environmental risks.</li> </ul>

<b>Role</b>	<b>Responsibility</b>
	<ul style="list-style-type: none"><li>• Conduct regular site HSE inspections and report results as required.</li></ul>



## Our ESG / Sustainability Approach

With over 2.7 million members and a 100 year heritage of keeping people moving, the NRMA is proud to be leading the charge towards a better tomorrow. From early campaigns on seatbelts to our leadership role in the electric vehicle space, community and sustainability go to the heart of our purpose.

### What we mean by 'ESG'

'ESG' refers to a set of principles and practices that underpin our corporate strategy and business operations to ensure we create positive impact for society while managing risks for our own business.

#### Environmental

Our impact on the natural world, including: climate change and greenhouse gases (GHGs), pollution, biodiversity and ecosystems, water, circular economy principles, material use and waste.

#### Social

Our relationship with, and impact on, people and communities, including equity and accessibility, diversity and inclusion, Indigenous and regional communities, human rights, and safety and wellbeing.

#### Governance

Our approach to ethics, transparency, decision making, and our external positions and advocacy.

### Our ESG Pillars

NRMA has identified three (3) ESG pillars which underpin and drive our strategy towards a more sustainable and resilient business and wider community. The three ESG pillars include:



#### Accelerate the electric transition

We will **tackle the climate crisis head-on** and accelerate the path to net zero by **helping Australians to make the transition to electric vehicles** as quickly, sustainably and equitably as possible, ensuring **no one gets left behind**. We are leading by example by electrifying our own fleets, and reducing our emissions in line with climate science.



#### Enrich our regional communities

We will **stimulate regional development** through investment in sustainable tourism, regional infrastructure and employment, while **protecting biodiversity** to leave communities and local environments in a better shape than how we found them. We will **be there for the community** in times of need, bolstering disaster preparedness and recovery.



#### Advance a safe & equitable society

We will **authentically embrace Reconciliation** by growing cultural awareness and fostering Indigenous partnerships across our tourism and travel network. We are **embedding D&I and wellbeing** in NRMA's brand and culture, and will continue to advocate for and educate the community on **road safety**.

Figure 1 The NRMA's three ESG pillars

Some key programs to drive and deliver ESG and sustainability outcomes across these principle ESG pillars are tabled below.

ESG PILLARS	PROGRAMS
 <p data-bbox="446 369 582 459"><b>Accelerate the electric transition</b></p>	<ul style="list-style-type: none"> <li data-bbox="614 358 1077 392">① Leading the charge on electric vehicles</li> <li data-bbox="614 414 1021 448">② Racing to net zero climate impact</li> <li data-bbox="614 470 1077 504">③ Reducing waste &amp; integrating circularity</li> </ul>
 <p data-bbox="446 548 598 638"><b>Enrich our regional communities</b></p>	<ul style="list-style-type: none"> <li data-bbox="614 548 1069 582">④ Supporting communities through crisis</li> <li data-bbox="614 604 1141 638">⑤ Stimulating sustainable regional development</li> <li data-bbox="614 660 901 694">⑥ Protecting biodiversity</li> </ul>
 <p data-bbox="446 728 582 851"><b>Advance a safe &amp; equitable society</b></p>	<ul style="list-style-type: none"> <li data-bbox="614 728 925 761">⑦ Embracing reconciliation</li> <li data-bbox="614 784 1276 817">⑧ Improving safety &amp; wellbeing for our people &amp; communities</li> <li data-bbox="614 840 1061 873">⑨ Promoting diversity, equity &amp; inclusion</li> </ul>

Figure 2 The key programs within our three ESG pillars

As the NRMA Group ESG strategy and programs mature and evolve over time, this Sustainability Plan will be revised to ensure completeness and accuracy reflecting these updated Group strategies and initiatives.

## Climate Risk

Environmental risks are managed through a systematic approach to prioritise operational control activities.

Group level risks are managed through the NRMA Group Risk Management Framework and recorded in the Group Risk Register.

The NRMA Group as a response to climate change and the ever increasing need for all levels of organisational stakeholders to identify, understand and know their climate change risks relevant to their business and role, has been recognised by NRMA as a critical component to our response to climate change.

The NRMA Group and MFF are undertaking Climate Change Risk Assessments towards the end of FY23. This group wide led initiative aims to both qualify and quantify our climate change risks, both transitional and physical across the NRMA Group and for each Business Unit.

The outcomes of these risk assessments will provide a level of climate change risk transparency and knowledge across the NRMA Group. Once these assessments and outputs have been finalised during FY24, this Sustainability Plan will be updated and a revised copy provided to TfNSW.

## Marine Emission Scopes

We are committed to delivering a comprehensive and transparent emissions reduction roadmap for MFF and for all of our stakeholders. We are confident that future revised Sustainability Plans will witness the development and maturity in our emission roadmap for the MFF.

Work has begun in earnest across the three categories of emissions, Scope 1, Scope 2 and Scope 3. At the time of this submission, detailed initiatives, commitments and targets for emission reduction across all three Scopes has not been finalised and endorsed by The NRMA Group Executive Team or Board.

### Scope 1 Emissions

#### Hydrogen Powered Fleet

MFF has begun to develop and deliver a transition and implementation plan to convert existing diesel powered MFF vessels to a fleet of Hydrogen hybrid powered vessels to service the defined MFF routes.

[Redacted]

[Redacted]

[Redacted]

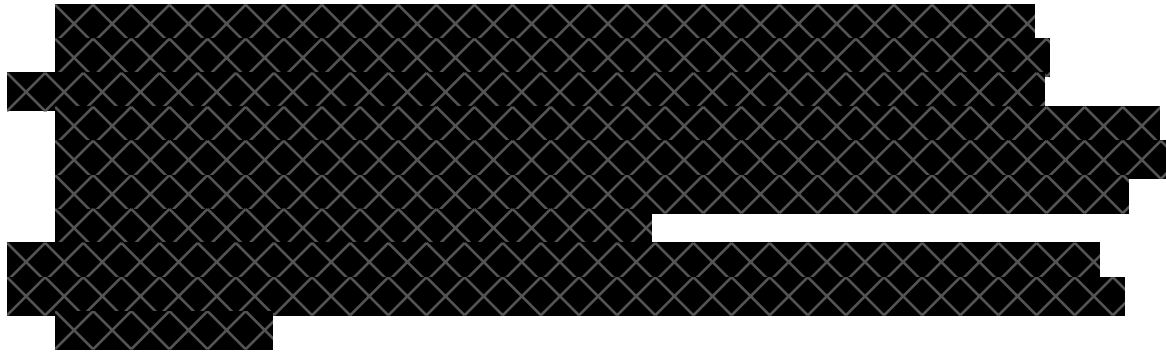
[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



This Operator Sustainability Plan will be reviewed and updated on an annual basis as the development and implementation pathway as described above materialises.

## Scope 2 Emissions

### Green Power – 100%

The NRMA Group is committed to developing and procuring an Energy Sustainability plan which culminates in a reduction of our Scope 2 emissions (electricity purchased) to net zero by the end of 2025. All electricity consumed by MFF sites under the direct control of the MFF will be net zero by end 2025.

## Scope 3 Emissions

### Quantifying our Tier 1 Suppliers

As part of the larger Emission Reduction Plan work stream to be completed by end of FY23, MFF is currently determining our Scope 3 emissions boundary and footprint to enable us to identify initiatives to work with our Tier 1 suppliers and partners to develop and implement low carbon solutions to deliver Scope 3 emission reductions across MFF. Specific Scope 3 emission reduction targets and timelines for the NRMA Group and MFF will be released in FY24.

In FY24, we will begin to engage with these suppliers where we have direct or strong influence to develop and leverage opportunities to reduce our Scope 3 emissions where feasible.



## Water Usage

In accordance with Schedule 16, including paragraph 7(a), MFF operations must ensure that at least 15% of water used in connection with the operations activities is sourced from non-potable water sources and in each Quarterly Sustainability report demonstrate that opportunities to reduce the use of potable water have been implemented and supply water use consumption data in each Quarterly Sustainability report.

## Reporting

Performance reporting in relation to this Sustainability Plan and associated initiatives when developed and implemented will be provided via the Quarterly Sustainability Report.

A carbon emissions report will also be supplied in the Quarterly Sustainability Report for relevant emissions within the emission boundary of MFF.

## Document and Record Control

### Documents

The process for document control is explained in PROC3.5 NRMA Group - Document & Record Management Procedure.

This OSP and related documentation is controlled to ensure personnel have access to up-to-date information. Relevant documentation will be controlled in hardcopy form in a site folder in the site office and electronically on the MFF server.

### Periodic Review

The Senior Manager, Group Environment and Sustainability in collaboration with MFF is responsible for ensuring that this OSP is reviewed and revised as required on an annual basis in alignment with the NRMA Group ESG Strategy and support sustainability plans.