KEY FOCUS AREAS

FPCL - “To be the Smart, Green Gateway for Trade in the Pacific region.”
FPCL’S focus on 4 Key Areas for Charting a Smart, Green Pathway – introduced in 2022 and continuing in 2023

KEY FOCUS AREAS

VALUE CREATION

SUSTAINABILITY

DIGITAL TRANSFORMATION

WORK-LIFE BALANCE

A. Resilient

B. Clean

C. Green
Key Infrastructure Projects:

Port of Suva
- Suva Port Relocation Feasibility Study
- Dredging & Geo-technical study
- Wharf Rehabilitation

Port of Lautoka
- Wharf Rehabilitation Remediation / Construction
- Container Yard Development

Port of Levuka
- Condition Assessment & Development Options

Key People Relating Projects:

- Performance Management System with an emphasis on Value Creation
- Learning Management System
- Knowledge Management System

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IMPROVEMENT OF FACILITIES

- Lautoka Yard 3 & Yard 4 Container Storage Upgrade
- Lautoka Wharf Foreshore Development
- Muaiwalu Inter-Island Passenger Terminal Project
- Local Wharf Facilities Upgrade
- Fiji Ships & Heavy Industries Slipway Rehabilitation
- Port Maintenance & Dredging in Suva & Lautoka
The key is not to prioritise what’s on your schedule but to schedule your priorities

- Steven Covoy
Staff Climate Survey Report 2022

Source: Maxumise (Fiji) Pte Ltd
STAFF CLIMATE SURVEY – WORK LIFE BALANCE

- 2022 is the second year in which **Work-Life Balance** has been used in FPCL’s Staff Climate Survey.

- “I feel free and supported to respond to family or personal emergencies during work hours”, recorded the highest number of positive responses for this section (89%) although it is a slight decrease of 3% from 2021.

- Also compared to last year, the above statement did not receive any negative responses. In 2022, however, 80% of negative responses for this statement were from respondents in the age group 34 to 49.

- There was an increase of 19% of positive responses for the statement, “My work expectations are mentally/physically draining, and I am too tired to do any personal activities when I return home”. Of these responses, 27% were female.
Management uses **International, Regional & Local Benchmarks** for Performance Comparability (i.e., UN Port Performance Mean, Major Ports in NZ, Top Fijian Companies, Staff Climate Survey)

**FPCL & UN Port Performance Mean Comparison**

**Top Fijian Companies**

- **EBITDA** as a % of **TOTAL INCOME**
- **CARGO HANDLED** (total & containers)
- Total **EMPLOYMENT** and associated cost
- **LABOUR COST** as a percentage of **TOTAL INCOME**
- **TOTAL EMPLOYMENT** costs as a percentage of **TOTAL INCOME**
- **TRAINING COST** as a percentage of **TOTAL INCOME**
- **Salary Scale** as a percentage of **TOTAL INCOME**
- **CARGO HANDLED** as a percentage of **TOTAL INCOME**
- **Average Gross Tonnage per Vessel**
- **Tonnes per working hour**
- **Participation Rate**

**Major Ports in NZ**

- **EBITDA** as a % of **TOTAL INCOME**
- **CARGO HANDLED** (total & containers)
- Total **EMPLOYMENT** and associated cost
- **LABOUR COST** as a percentage of **TOTAL INCOME**
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- **CARGO HANDLED** as a percentage of **TOTAL INCOME**
- **Average Gross Tonnage per Vessel**
- **Tonnes per working hour**
- **Participation Rate**
FPCL has also benchmarked our current status against the newly introduced Pacific Ports Vision 2030 – 2050 Recognition Framework.

### PACIFIC PORTS VISION 2030-2050 RECOGNITION INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FPCL's Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESILIENT</strong></td>
<td></td>
</tr>
<tr>
<td>1. Climate change adaptation</td>
<td>Leading</td>
</tr>
<tr>
<td>2. Disasters and emergency response</td>
<td>Leading</td>
</tr>
<tr>
<td>3. Cybersecurity</td>
<td>Highly Engaged</td>
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<tr>
<td>4. Support for economic development and operational efficiency</td>
<td>Leading</td>
</tr>
<tr>
<td>5. Compliance with international standards: Security</td>
<td>Leading</td>
</tr>
<tr>
<td>6. Compliance with international standards: Safety</td>
<td>Leading</td>
</tr>
<tr>
<td>7. Compliance with international standards: Data exchange</td>
<td>Highly Engaged</td>
</tr>
<tr>
<td><strong>GREEN</strong></td>
<td></td>
</tr>
<tr>
<td>Climate Change Action</td>
<td></td>
</tr>
<tr>
<td>8. Carbon neutrality</td>
<td>Engaged</td>
</tr>
<tr>
<td>9. Leadership</td>
<td>Highly Engaged</td>
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<tr>
<td>10. Measurement and monitoring</td>
<td>Highly Engaged</td>
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<tr>
<td>11. Execution</td>
<td>Leading</td>
</tr>
<tr>
<td><strong>Energy Efficiency</strong></td>
<td></td>
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<tr>
<td>12. Awareness</td>
<td>Highly Engaged</td>
</tr>
<tr>
<td>13. Execution</td>
<td>Highly Engaged</td>
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<tr>
<td><strong>Incentivizing and enabling green shipping</strong></td>
<td></td>
</tr>
<tr>
<td>14. Engagement</td>
<td>Engaged</td>
</tr>
<tr>
<td>15. Implementation</td>
<td>Highly Engaged</td>
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<tr>
<td><strong>CLEAN</strong></td>
<td></td>
</tr>
<tr>
<td>16. Water quality</td>
<td>Engaged</td>
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<tr>
<td>17. Marine spills</td>
<td>Leading</td>
</tr>
<tr>
<td>18. Waste management</td>
<td>Leading</td>
</tr>
<tr>
<td>19. Community and neighbourhood relations</td>
<td>Leading</td>
</tr>
<tr>
<td>20. Dredging and coastal hydrology</td>
<td>Highly Engaged</td>
</tr>
<tr>
<td><strong>GOVERNMENT &amp; STAKEHOLDERS</strong></td>
<td></td>
</tr>
<tr>
<td>21. Environmental engagement and compliance</td>
<td>Leading</td>
</tr>
<tr>
<td><strong>Unengaged</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Engaged</strong></td>
<td></td>
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<tr>
<td><strong>Highly Engaged</strong></td>
<td></td>
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<tr>
<td><strong>Leading</strong></td>
<td></td>
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</tbody>
</table>

Unengaged 0%
Engaged 22%
Resilient 43%
Green 35%
Clean 35%
Government & Stakeholders 35%

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The **Interconnectivity** between the organisation’s major Strategic Initiatives/Elements **Creates Synergy** capable of moving us to the next level.

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**FPCL - “To be the Smart, Green Gateway for Trade in the Pacific region.”**
FPCL has Developed and Implemented an Innovative Performance Management System to measure Value Creation by Employees.

### Strategic Plan
- Strategic Plan (SP) and Performance Measurement Tool (PMT) are directly linked under the Value Creation categories to extensively measure employee performance relating to the implementation of SP projects.

### Org. Structure & Strategy Execution
- Individual JD’s and detailed JD’s of employees are directly linked to strategic objectives of Depts/Units, while Organisation Structure encompasses all Depts/Units.

### Calendar
- Dept Calendars provides information relating to activities planned by Depts/Units/individual employees, and the timelines of these plans form the basis of Performance Assessment.

### Associated Plans & Frameworks
- PMT encompasses the achievements of projects connected to all Associated Plans & Frameworks (HOD’s have been given the ownership of various Plans & Frameworks).

### IMS
- PMT is designed also to measure employees’ performance which is linked to compliance/non-conformities/improvements relating to the implementation of IMS/Certification.

### Revenue & Cost Driver Optimisation
- In PMT, minimising costs and generating revenue are measured under the Shareholder Value Creation category.

### KMS
- PMT also captures employee’s compliance relating to updating of company Intranet that encompasses the KMS.

### Compliance & Risk Mgmt
- PMT is designed to capture and measure employee’s activities relating to Enterprise Risk Management/internal & external Audits.

### Monitoring & Reporting System
- Under the Internal Customer Value Creation category of PMT, how employees maintain monitoring and reporting responsibilities are captured and measured (HOD’s – designated employees have the direct responsibilities of updating dashboards).

### Benchmarking
- Once Management conducts the benchmarking exercise, a re-evaluation process takes place to review the PMS and address any high-level gaps (to raise the performance measurement levels).

### LMS
- Based on the results of individual performance measurement, further training development needs are directly addressed in the LMS (i.e. Training Needs Analysis Report).

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