



Annual Review

2025



# Welcome to our Annual Review

## Reporting period: Jan - Dec 2024

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# Strategic framework

**Port of Aberdeen's strategic framework sets its course as a socially responsible Trust Port, guiding how the business operates today, serves customers in the future and creates prosperity for generations.**

## PURPOSE

To create prosperity for generations

## VISION

To become UK's first net zero port by 2040, offering world class facilities and services, at the heart of the nation's energy transition efforts

## MISSION

Connect our customers to what they need, where and when they need it,  
through operational excellence, sustainability and innovation

## STRATEGIC PRIORITIES



## Customers & growth



**Land, facilities  
& assets**



## Environment



## People & culture



## HSSO



## Stakeholder engagement & communication

# Core values



## Dynamic

**We must all be proactive and energised in implementing change. New ideas and positive change should form part of our daily practices and corporate culture.**



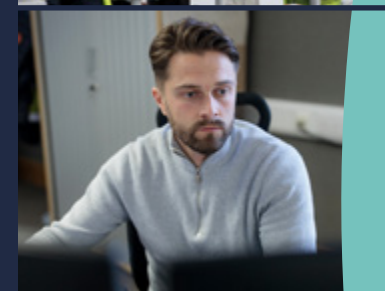
## Relevant

Ensure we understand the context in which we operate so we stay current with the needs and requirements of our customers, and that the organisation is up to date in the services and facilities that we provide.



## Respectful

**Show high regard for each other and everyone that we are in contact with. Any form of aggressive, patronising or bullying behaviour will not be tolerated. All colleagues, customers, contacts and the environment should be treated with respect.**



## Professional

**We shall all apply recognised codes of behaviour and are mature and ethical in the manner in which we conduct ourselves.**



## Inclusive

**All individuals and groups that we come into contact with are treated fairly, equally and respectfully.**



“*Being Chair of Port of Aberdeen...is a privilege with a worthy purpose, creating prosperity for generations.*”

## Chair's statement

**I am pleased to report that 2024 was another successful year for Port of Aberdeen.**

In our first full year of operations since opening the new £420 million Aberdeen South Harbour, strong revenue performance - combined with careful cost management - enabled the Board to continue driving growth.

Turnover increased to a record £50.7 million, a rise of 10.5% compared to 2023. Operating profit earned was £24.5 million, a reduction of 4.6% from the previous year, primarily due to the increased fixed costs associated with operating our expanded infrastructure.

Vessel arrivals increased by 2.6% to 7,128 and cargo and vessel tonnage grew by 4.3% to just over 30.8 million tonnes, highlighting that handling larger vessels and cargoes is now business as usual.

A standout moment last year was the arrival of the 290-metre-long Costa Favolosa cruise ship - the largest vessel to visit the port in our 888-year history. This was one of 49 cruise calls from a wide range of operators across the season.

Ferry passenger numbers continued to rise, reaching 207,318 - a 2.8% increase over 2023. Property rental

income remained stable, with occupancy levels broadly consistent despite brief periods of vacancy.

I would like to thank my colleagues on the Board for their continued support throughout the year. We were delighted to welcome Gillian King in January 2025 and her senior-level experience in the energy sector further strengthens the Board's expertise. My thanks also go to Michael Keith, who stepped down in December after providing six years of excellent service as a non-executive member.

Being Chair of Port of Aberdeen – a thriving Trust Port in the heart of the city – is a privilege with a worthy purpose, creating prosperity for generations.

The port exists for the benefit of our stakeholders - from the local community and customers to those leading the country – and these positive relationships are essential to our success.

We look forward to building on our achievements and sustaining this momentum into 2025 and beyond

**Roy Buchan, Chair**

## CEO's statement

**2024 was another strong year of activity at Port of Aberdeen, reinforcing our role as a catalyst for sustainable economic growth and a key driver of the energy transition.**

Our team's efforts and excellent business performance were recognised by our peers and across the industry, as we were awarded our most prestigious national accolade yet - Maritime UK's Business of the Year.

This recognition comes at a pivotal time for Port of Aberdeen. Today, with South Harbour fully operational, we are in the midst of our biggest transformation in over a generation.

While our foundations are strong, the market is changing. Oil & gas activity, which accounts for almost two thirds of our revenue, is being impacted by the Energy Profits Levy and wavering investor confidence, while delays to consenting and grid connections are affecting timelines for offshore wind.

Against this backdrop, we see significant opportunities ahead. With the right policy and investment support, we can become an international hub for offshore wind – supporting the accelerated growth of this key sector whilst continuing to support existing customers to develop and grow their business.

Our diversification strategy continued at pace in 2024. Cruise traffic totalled more than one million gross tonnes of vessels and almost 22,000 guests. Large volumes of cargo crossed the quayside and the North Sea's largest subsea isolation valve - weighing 440 tonnes - was decommissioned at South Harbour.

Success in a highly competitive market is hard-earned. These projects rely on meticulous planning and the commitment of our skilled team to deliver a safe, high quality, and responsive service to our customers. While this new operational landscape is exciting, it also remains uncertain, and this uncertainty shapes our outlook for 2025 and beyond.

At the same time, we are making strong progress in reducing emissions. Scope 1 emissions reduced by 42% as we expanded the use of hydrotreated vegetable oil to power port equipment and vehicles. Scope 2 emissions remained stable, and we moved to a renewable energy tariff midway through the year, with the full benefits expected to be reflected in future reporting. A marginal increase in scope 3 emissions was recorded and we made substantial progress in our three green shore power projects.

Our people are at the heart of everything we do. From investing in their development to championing health and wellbeing, we know our long-term success is built on the strength and ambition of our team. In 2024, we started building our Zero Harm culture, where preventing injury and ill health is always given the highest priority.

As a socially responsible Trust Port, supporting local communities is in our DNA. Last year, we launched four multi-year community partnerships while maintaining our support for a wide range of local projects and employee fundraising. Our purpose is to ensure that prosperity generated at the port is shared beyond the quayside.

This summer, we welcome the return of The Tall Ships Races - a truly iconic event that will showcase Aberdeen on the global stage, inspire the next generation of maritime talent, and leave a lasting legacy for our city.

To fulfil our purpose of creating prosperity for generations, sustained public and private sector collaboration will be essential to unlock the full potential of Port of Aberdeen for Scotland and the UK. We look forward to further strengthening our partnerships across our extensive stakeholder community over the next 12 months.

**Bob Sanguinetti, CEO**

“*We are in the midst of our biggest transformation in over a generation.*”





# Who we are

Port of Aberdeen is a thriving Trust Port located in the heart of the city.

Our world-class infrastructure, strategic location and expert supply chain make Aberdeen the port of choice for oil & gas, renewables, decommissioning, general cargo, cruise and ferry services.



**UK's oldest existing business**

*Established in 1136*



**Scotland's largest berthage port**

*More than 7,600m of quayside*



**Scotland's busiest port**

*Handles 43% of the nation's commercial vessel traffic*



**National strategic asset**

*National development in the Scottish Government's NPF4*



**Economic powerhouse**

*£1.5bn GVA annually and supports 12,000 jobs*



**Multi-award winning**

*Local and national awards recognition*



**Investing for the future**

*£439 million invested over the past 10 years*

# Operating a Trust Port

**There are approximately 100 Trust Ports in the UK, and Trust Port status has proven to be a highly successful model for Aberdeen since becoming a trust in 1961.**

A Trust Port is run by an independent Board for the benefit of its stakeholders and is governed by its own local legislation. It differs from a privately owned port in that it has no shareholders who require a dividend. Instead all profit or surpluses made from Trust Port operations are reinvested into the operation, maintenance and administration of the port.

The duty of Trust Board members and port employees is to hand the port on to succeeding generations in the same or better condition. This remains the ultimate responsibility of the Board, and future generations remain the ultimate stakeholder.

In other words, it is the role of the Board members and those working for the organisation to safeguard and improve the port so that it continues to flourish.

“The Trust Port model allows us to make investment decisions, like building South Harbour, with a long-term view. By working together, the Board and stakeholders can deliver a vibrant, prosperous port that will provide a bright and secure future for generations to come.”

**Bob Sanguinetti, CEO**





# 2024: a year in review

 <b>£50.7 million</b> turnover	 <b>£24.5 million</b> operating profit
 <b>7,128</b> vessels handled	 <b>116 employees</b>
 <b>30</b> international trading countries	 <b>£114,416</b> donated to local charities and community groups
 <b>Cargo tonnage</b> <b>3,417,836</b> <b>tonnes</b>	 <b>Vessel tonnage</b> <b>27,387,507</b> <b>tonnes</b>
 <b>207,318</b> ferry passengers	 <b>21,940</b> cruise guests

## Health & safety

At the heart of everything we do at the Port of Aberdeen lies an unwavering commitment: the health and safety of our people.

This is what is propelling our ambition for Zero Harm, the safety culture we are actively building where preventing injuries and ill health is always given the highest priority.

### Zero Harm

In 2023, our leadership team considered a crucial question: were we truly doing everything possible to safeguard the well-being of our people? This evaluation sparked the development of the Zero Harm initiative.

Last year, we welcomed Steve Rae, a survivor of the Piper Alpha disaster, who helped us look beyond simple compliance and start fostering a proactive safety mindset.

Workshops were held across the entire organisation, drawing on the diverse experiences of our people to shape concrete actions for embedding a true Zero Harm culture across the port.

These collaborative sessions resulted in the identification of the 7Cs, a practical framework of considerations for all personnel during their daily responsibilities, particularly in the planning, execution and review of work activities.





# Driving diversification

As the UK's oldest existing business, Port of Aberdeen has evolved through the ages from textiles and shipbuilding to the advent of oil & gas. Today, the port is diversifying its business to drive the energy transition and deliver sustainable economic growth.



Port of Aberdeen plays an integral role in the North Sea oil & gas supply chain, handling thousands of platform supply vessels that are the lifeblood of offshore operations. The port also supports large dive support vessels, jack-up rigs and anchor handlers.

**Future opportunities:**  
Attracting larger ships which support the sector, such as floating production storage and offloading (FPSO) and heavy-lift vessels, will help to offset the forecast decline in platform supply vessel traffic.



More than 640 renewables vessels visited the port in 2024. We are the operations and maintenance base for two offshore wind farms and continue to attract traffic involved in the construction, operation and maintenance of wind farms up and down Scotland's east coast.

**Future opportunities:**  
Port of Aberdeen is engaging with the Scottish and UK governments to develop the next exciting chapter - creating an international hub for offshore wind. The proposed £25 million project to deepen part of South Harbour will add new capabilities, generating significant additional GVA and anchoring high quality jobs in the region.

*“The port's infrastructure, handling facilities and strong commitment to safety and service have greatly supported our operations.”*

Kris Bevan, Operations Director  
Serco Northlink Ferries



In 2024, the largest subsea isolation valve in the North Sea, weighing 440 tonnes, was offloaded at South Harbour and decommissioned on the quayside as part of a major campaign with Deep Ocean. This multi-call project brought in over 10,000 tonnes of subsea material managed under the port's waste management licence.

**Future opportunities:**  
Port of Aberdeen is ideally positioned to attract more decommissioning activity to the region with a focus on subsea infrastructure.



We enjoyed a good year supporting all cargo types with customers able to discharge breakbulk cargoes across the port. Roll-on, roll-off freight services – both Sea-Cargo and Northlink – performed particularly well in 2024 and the dedicated Universal Africa Lines route allowed customers to export directly to the emerging oil & gas sector in the West African region.

**Future opportunities:**  
General cargo is Port of Aberdeen's most significant opportunity for growth in the next five years, and bulk cargo is poised to increase tonnage in 2025.





Aberdeen is a lifeline port for the Northern Isles. Daily passenger and freight ferries operated by Serco NorthLink offer an essential service for many travellers and businesses from across Scotland and the UK. In 2024, ferry passenger numbers continued to recover from the impact of the pandemic.

#### Future opportunities:

The MV Hrossey and MV Hjaltland ferries will plug into green shore power while in port from May 2025. This will mitigate more than 1,300 tonnes of CO<sub>2</sub> equivalent per year, improve air quality and reduce noise. Work is underway to replace the two existing freight vessels with an improved design, adding freight capacity, reducing passage time, and potentially adding some flexible passenger-carrying capacity.



2024 was another successful year in cruise activity, with 49 cruise calls and almost 22,000 guests visiting Aberdeen and Aberdeenshire. The port set a new benchmark for its capability and capacity as it welcomed the spectacular 290-metre long Costa Favolosa cruise ship, the largest vessel to visit the port in its 888-year history.

#### Future opportunities:

Port of Aberdeen continues to grow its cruise business, with more than 60 calls and up to 40,000 guests expected in 2025. Viking Cruises, Ritz Carlton and Holland America are just some of the major cruise lines who have added Aberdeen to their itineraries in future years.



Port of Aberdeen has a diverse property portfolio, providing accommodation for port users within its boundary, as well as investment returns from property let to other port-centric users outside the secure area. Letting continues to be in place for around 85% of the port's properties with active marketing of the few vacant opportunities available.

#### Future opportunities:

Divestment of the port's non-core investment properties has been completed. Funds raised have been ring-fenced for improvements to retained properties, as well as offering new services to port users. Studies into remodelling the Regent Centre to support future renewable energy operators' requirements are continuing. We are also progressing development opportunities at Greg Ness with support from Energy Transition Zone Ltd and several identified prospective tenants are the primary focus in the immediate short term.

## Innovation

We are increasingly a port of choice for maritime decarbonisation projects, working with government, industry, academia and technology centres to tackle this pressing global challenge.

- **ZEVI Shore Power in Operation:** design and installation of Scotland's largest commercial shore power system, to reduce vessel emissions at berth and save more than 60,000 tonnes of CO<sub>2</sub> equivalent over 20 years.
- **Bibby Marine eSOV:** supporting construction of the world's first electric Service Operation Vessel (eSOV).
- **Serco NorthLink:** installation of shore power facilities for the MV Hrossey and MV Hjaltland passenger ferries.
- **HI-FIVED:** participation in the Hydrogen Innovation – Future Infrastructure & Vessel Evaluation and Demonstration (HI-FIVED) consortium to develop and demonstrate a hydrogen-powered autonomous vessel.
- **H2Shore:** explored the feasibility of underwater hydrogen storage at South Harbour.
- **Smart Port:** a £1 million investment to enhance safety, connectivity and sustainability via 5G solutions.
- **ZOEX:** supported the demonstration of Sealand Projects' wave energy converter at South Harbour.





**In the summer of July 2025, The Tall Ships Races return to Aberdeen for the first time in almost 30 years.**

It all culminates in Europe's largest free family festival taking place at the port and across the city in the four days between 19 and 22 July, 2025. More than 240 young people from the region will experience life onboard a Tall Ship, sailing as part of the crew from Dunkirk to Aberdeen or Aberdeen to Kristiansand.

Aberdeen is taking the event to its heart, with initiatives including Quayside Concerts, a breathtaking Red Arrows display, ship adoption initiatives for local schools, 60 market stalls, a vibrant street food offering and an amazing programme of cultural and community activities across the region.

Beyond providing essential operational expertise and serving as the primary event venue, we are committed to maximising the educational, health, wellbeing, cultural and environmental benefits of The Tall Ships Races for Aberdeen's diverse communities.

The event objectives include broadening participation, extending the duration of community engagement and fostering positive outcomes, particularly for young people.

4  
incredible  
days



**Live local  
music &  
entertainment  
festival  
atmosphere**

## 4 headline concerts

**Europe's  
biggest free  
family festival**

## Spectacular Red Arrows display



**320**  
Volunteers

**243** Aberdeen sail trainees

**60**  
market stalls

**50+**  
local &  
international  
media



## Food & drink experiences





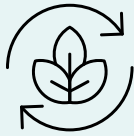





# Environment



## Towards net zero

Port of Aberdeen’s vision is to become the UK’s first net zero port by 2040, offering world-class facilities and services at the heart of the nation’s energy transition efforts.

Milestones and highlights in 2024 include:

 <p><b>Achieving zero waste to landfill</b></p>	 <p><b>Establishing the Energy and Innovation Champions Forum to empower employees to become active participants in the organisation’s decarbonisation and innovation journey</b></p>
 <p><b>All compatible port-owned vehicles, vessels and machinery have fully switched over to using renewable HVO fuel instead of diesel</b></p>	 <p><b>Hosting Port Zero roundtable meetings for port stakeholders to encourage decarbonisation</b></p>
 <p><b>28 sites, including the main office, now source electricity from 100% renewable energy with 100% annual gas use from biogas</b></p>	 <p><b>90% of the port estate is now lit with LED lights which reduces electricity use</b></p>



### Water quality

We monitor water quality on a quarterly basis to assess and maintain a healthy port.

Working in partnership with the Scottish Government’s Marine Directorate, we’ve also implemented measures to minimise our impact on local ecosystems, with a focus on monitoring invasive and non-native species that threaten both the environment and port operations.



### Energy use

We have set a 10% reduction target in energy consumption, launching an awareness-raising initiative around the port estate.

Our site contains many older buildings but by highlighting simple steps - such as adjusting thermostats and increasing insulation and maintenance - we are making them energy-efficient for a modern world without losing the heritage of our business.

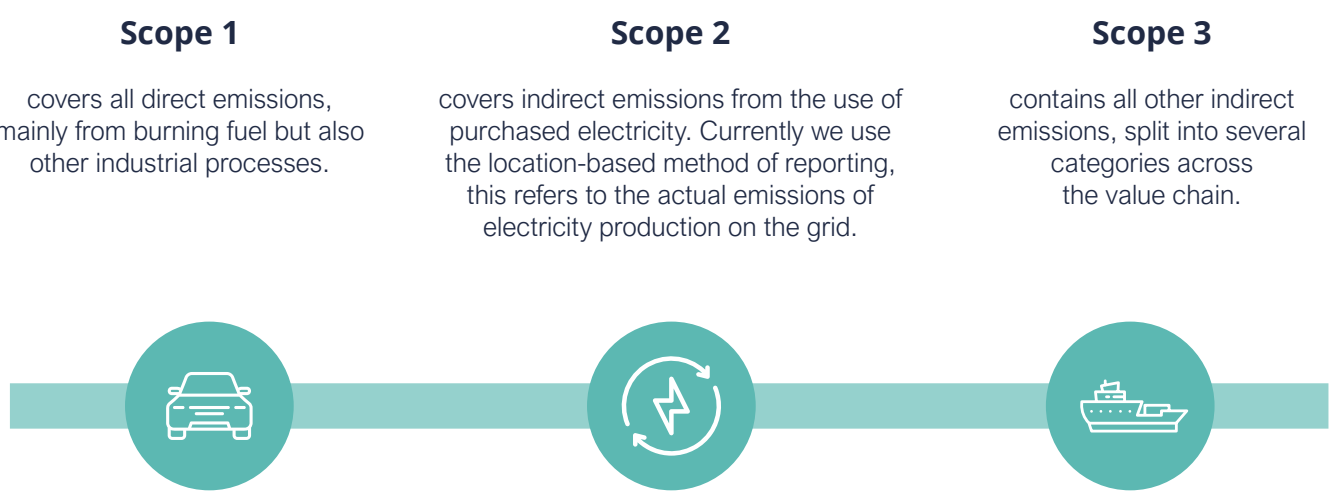
We also appointed “energy champions” from within the team, who know the facility and are enthusiastic about saving energy. By fostering a culture of energy efficiency and sustainability, we are empowering employees to become active participants in the organisation’s decarbonisation and innovation journey by contributing their insights and ideas.



# Carbon footprint tracking

As part of our vision to become the UK’s first net zero port by 2040, we measure our carbon footprint and analyse all greenhouse gas emissions associated with our activities.

We categorise emissions into scopes 1, 2 and 3.



In 2024, our carbon footprint was independently verified at 71,752.2 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

As you can see in the table on the right, measuring our 2024 carbon footprint is dominated by the scope 3 emissions from visiting vessels.

Overall, emissions have increased by 1.2%.

Scope 1 saw a 43.7% decrease in emissions from machinery diesel use, vehicle use and company vessels.

Natural gas is the largest contributor to scope 1 (93%), followed by equipment & machinery diesel use.

Scope 2 emissions have remained stable. Since June 2024, 28 of the port’s sites switched to a 100% renewable electricity contract. The benefit of this will be reflected in future reporting periods.

Scope 3 emissions increased by 1.5%, while our carbon intensity metric decreased from 1.6 to 1.3.

## Scope 3

Scope 3 emissions represent 98% of the port’s total greenhouse gas emissions, highlighting the significant impact of indirect activities across our value chain, including shipping and leased assets.

Emissions from leased assets have seen a substantial increase of 310.7%, primarily due to improvements in the property management system and more accurate data collection from tenants.

We are the only UK port to take accountability for scope 3 emissions from client vessels in our efforts to reach net zero. Our chosen intensity for carbon reporting is “kg of CO<sub>2</sub>e per vessel tonnage handled”.

The intensity metric has decreased since 2023; this is due to vessel tonnage increasing more than vessel emissions in 2024.

Despite a rise in the number of vessel arrivals in 2024, overall emissions from ships in North Harbour have decreased by 5%, while South Harbour experienced a 10% increase in emissions. This contrasting trend highlights the varying types and operational profiles of vessels visiting each part of the port. Notably, the port has seen a 17% increase in total gross tonnage, indicating that larger and potentially more efficient ships are making port calls.

## 2024 carbon footprint

Scope	Category	2023 (tCO <sub>2</sub> e)	2024 (tCO <sub>2</sub> e)	% change from previous year
1	Natural gas	256.0	260.4	+1.7%
1	Equipment/ machinery diesel use	25.3	13.6	-46.1%
1	Refrigerants	10.4	0	-100%
1	Company vehicle fuel use	19.8	2.0	-90.1%
1	Company vessels	186.6	4.6	-97.6%
Scope 1 total		493.8	280.6	-43.7%
2	Purchased electricity (location-based)	449.9	447.5	-0.5%
Scope 2 total		449.9	447.5	-0.5%
3	Business travel	11.6	23.2	+99.6%
3	Waste	8.6	2.6	-69.7%
3	Water	1.3	0.2	-86.9%
3	Employee commute	136.6	84.8	-37.9%
3	Work from home	7.5	0.4	-94.9%
3	Downstream leased assets	1,215.7	4,992.6	+310.7%
3	Vessel emissions	68,590.1	65,920.4	-3.9%
Scope 3 total		69,971.4	71,024.2	+1.5%
Total		70,919.4	71,752.2	+1.2%





We are one of only four ports in Scotland to be part of a European environmental initiative, EcoPorts.

Our accreditations include ISO 9001, 14001 and 45001. This year, we maintained our accreditation with two audits showing no major non-conformances



The second annual Health, Safety, and Environment Awards were successfully held, marked by a significant increase in participation—nominations doubled compared to 2023. ASCO won the Port Health and Safety Award, Fletcher Shipping took home the Port Environment Best Practice prize, and the port's Operations Department won in the new Zero Harm category.



Our quarterly Port Zero Roundtables bring together port stakeholders to share insights and best practices on sustainability and environmental initiatives. In 2024, our sessions focused on decarbonisation, alternative fuels and shore power, and the speaker's included representatives from BP, the Maritime and Coastguard Agency (MCA) and Bibby Marine.

# Future plans

- Energy conservation accreditation ISO 50001 is within our sights, following a comprehensive gap analysis
- Health, Safety and Environment (HSE) Awards will continue to grow in 2025, with major speakers including the CEO of the UK Chamber of Shipping
- Scotland's largest commercial shore power system - part of a £4 million project designed to supply clean electricity to vessels at seven berths. Port of Aberdeen's three green shore power projects are expected to deliver first power in Q2 2025
- We are using insights gained on emission hotspots to prioritise actions in our Net Zero strategy
- Exploring new technology such as drones to assist in monitoring water quality
- Engaged specialist energy consultant to deliver actions from energy efficiency gap analysis, including AI-driven energy management
- Implement advanced real-time energy monitoring solutions to detect and reduce waste more efficiently
- Supporting our Energy and Innovation Champions Forum to provide a space for sharing ideas to improve workplace energy efficiency and achieve a 10% reduction in energy consumption



## Keeping the Port Clean

To mark World Environment Day, our annual Port Clean event took place in June with enthusiastic participation by the port team. A total of 79kg of waste was collected across four key locations.

In 2025, the event will focus on areas with high footfall during the four days of The Tall Ships Races in July.

**"Everyone has a responsibility to help maintain the port and keep it clean for our port users. The Port Clean events are a great way of doing this and help teams work closer together."**

**Belle Sierina**  
Environmental Manager

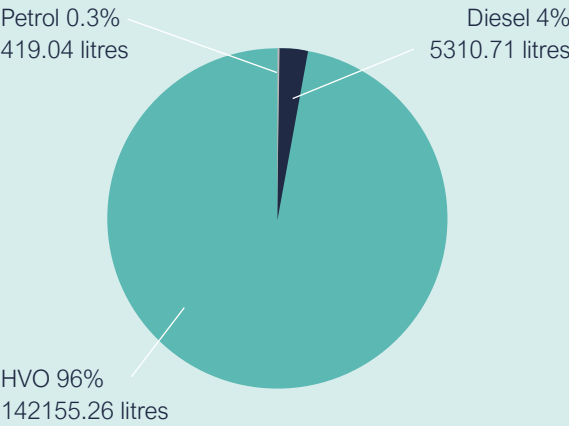
## Moving to HVO

In 2024, Port of Aberdeen completed switching all company vehicles and port vessels either to fully electric or running on Hydrotreated Vegetable Oil (HVO), reducing emissions from fuel use by 73% and significantly reducing fossil fuel dependency.

HVO is a renewable, low-carbon alternative to traditional diesel, produced from sustainably sourced vegetable oils and waste fats.

As illustrated in the chart below, only 4% of the fuel used by the port now comes from other sources, primarily for company cars.

### Fuel use in 2024





# Social



## Our people

We believe our people are the engine of future prosperity and 2024 marked a year of significant investment in developing our people to unlock their potential.

We held our first ever employee survey, with an 84% response rate

Our training spend rose by 87% (from £900 per head to £1,680)

We more than doubled the number of our interns and apprentices

We contributed more than £110,000 to local charities and community groups



### Clear roles, fair rewards

A comprehensive job evaluation exercise engaged with employees and managers port-wide, resulting in clear, standardised titles and job descriptions. These define key duties, required skills, knowledge and vital health & safety responsibilities for everyone.

Mapping all roles by responsibility, project and teamwork has created a transparent structure to plot career progression. This clarity also allowed us to benchmark pay and benefits internally and externally, ensuring fair and competitive rewards for our dedicated team.



### Growing our own talent

Restructuring our Marine department in 2024 created two new management roles which were filled by internal promotions. This not only built a strong team but also paved clear development paths for others within Marine.

We saw further internal success with roles filled within Pilotage, VTS and Pilot Cutter crew, establishing promising career trajectories.

Recognising the growth in supervisory positions, a dedicated two-day management training programme was delivered across Marine, Port Operations and Maintenance, equipping our supervisors with essential leadership skills.



### Meet Natalie

Natalie's been a key part of the Port of Aberdeen team for eight years, after working at sea as a deck officer. Her journey here includes three years as a Vessel Traffic Services (VTS) Assistant and four as a VTS Officer.

The port has supported Natalie, funding her VTS qualifications and getting her involved in different projects around the business. This helped her grow her knowledge, confidence and connections across the whole port community.

"I loved my job as a VTS Officer but to be in a position to drive positive change within the department felt like the perfect opportunity for me and I wanted to use my skills and experience to do this well for myself, the team and our stakeholders."

Natalie Shaw  
Vessel Traffic Services (VTS) Supervisor





“It was fun participating in the various activities and employees were able to meet and forge new friendships.”

**Finn Froekjaer-Jensen**  
Marine Pilot

## Listening to our team

In 2024, we took a significant step in strengthening our Employee Voice with our first in-house engagement survey in September. We achieved a strong 84% completion rate, demonstrating our employees' commitment to our collective success.

This valuable feedback gave us an Employee Net Promoter Score (eNPS) of 11. This is a good benchmark, demonstrating positive employee advocacy within the port, and we hope to make even more progress in 2025 with the improvements put in place in response to the feedback.

### Colleagues told us that they:

- are proud to work at Port of Aberdeen
- know what's expected of them in their role
- feel empowered to stop the job if they feel it's unsafe

### Improvements identified

- better team and departmental collaboration
- more clearly defined career development



**13 roles filled internally**  
**5 apprenticeships**  
**4 internships**



**9 days spent on**  
**leadership development**



**88% of employees say**  
**they are proud to work**  
**at Port of Aberdeen**

## Building community, inside and out

The energy and initiative of our employees make Port of Aberdeen a special place. Our employee-led Engagement Committee spearheaded a fantastic range of activities in 2024, designed to build camaraderie and strengthen our ties with the community we serve.

The summer saw a fantastic team-building day (pictured above left) at Lochter Activity Centre near Inverurie. Over 60 colleagues from various departments embraced the fun and competition, participating in go-karting, segway racing and archery, as well as navigating a challenging blindfold minefield.

Bonfire Night provided another opportunity for connection, as employees and their families were invited to an exclusive viewing of the fireworks display at our North Pier.

During the festive season, the committee's dedication to community engagement shone brightly. Through a Giving Tree, our employees generously donated gifts to Befriend a Child, and many volunteered their time as eager elves for Charlie House's Santa's workshop. Our team also extended a helping hand to Aberdeen Foyer, decorating for their Christmas celebrations and serving a warm Christmas dinner, showcasing our commitment to making a positive impact locally.

## Meet Jade

Jade joined Port of Aberdeen as an Apprentice People & Culture Administrator in 2024.

Currently working toward her SVQ Business and Administration SCQF level 6, Jade's role is to provide administration associated with recruitment, onboarding new employees, training course bookings and general support.

**“I loved the idea of the apprenticeship and haven't looked back since. I'm incredibly grateful for this opportunity and feel that I've finally found the right path for me.”**

**Jade McLennan** (pictured above)  
**Apprentice People & Culture Administrator**

## Future generations

We're committed to nurturing the next generation of talent. This year, we welcomed three Modern Apprentices into our administration and engineering teams. We also proudly supported a Foundation Apprentice from Mackie Academy to complete her business qualification with us.

We actively participate in the Young Person's Guarantee and engaged in numerous initiatives throughout the year to connect with the young workforce. This included taking part in Apprenticefest, organised by Developing the Young Workforce (DYW), as well as supporting mock interviews and local school careers fairs. We also enjoyed hosting visits to the port by youth groups, such as the Aberdeen Sea Cadets, inspiring them with the diverse opportunities within the maritime sector.



# Supporting communities



As a Trust Port, our purpose is to create prosperity for generations and the local community is one of our key stakeholders.

Central to this commitment are our **Strategic Charity Partnerships**, our **supPORT-all** programme, and funding for ad hoc **employee and community projects** across Aberdeen and Aberdeenshire.

In 2024, we awarded over £110,000 across these programmes to a variety of organisations, with the aim of building and maintaining positive relationships with the local community.

Our aim is to foster strong and trusted relationships with the communities local to the port, through the facilitation of Strategic Charity Partnerships, supPORT-all, and the port’s People & Culture goals, aiming to support as many as 50,000 children and adults in Aberdeen City and Aberdeenshire over five years.

In 2024, we supported 5,000 children and adults in Aberdeen City and Aberdeenshire

Over £110,000 awarded to community and third sector organisations

Launched four strategic, multi-year charity partnerships

£25,000 awarded to support projects local to the port


Supported fundraising for more than 30 charities and community groups across Aberdeen City and Aberdeenshire


## Strategic charity partnerships


Over the past two years, the port has significantly amplified its commitment to our community, trebling our corporate social responsibility funding. A cornerstone of this enhanced focus is the establishment of strategic, multi-year partnerships with four Aberdeen-based charities.


Our aim is to move beyond transactional support, fostering deep and enduring collaborative relationships with these organisations. By working closely together, we want to create significant and sustainable social impact, delivering mutually beneficial initiatives that truly make a difference in our community.

In 2024, we awarded a total of £60,000 to these key partners, with each receiving £15,000 to support their invaluable work.

 The award-winning Aberdeen Football Club Community Trust works with people of all ages and backgrounds to maximise the potential of their communities and to improve their physical and mental wellbeing.

 CFINE is an Aberdeen-based charity and social enterprise tackling poverty and building resilience through a range of support and services.

 Aberdeen Foyer is a charitable organisation supporting people in the North East of Scotland towards independent living, learning and work.

 Denis Law Legacy Trust delivers a range of free-to-access doorstep programmes and activities focused around community engagement and reducing antisocial behaviour and youth crime.



### Case study: CFINE

CFINE used its award of £15,000 to increase engagement with young people, focusing on tailored activities around cooking for this age group. This was part of their Making Food Fun initiative, which follows Jamie Oliver’s “Ministry of Food” content and focuses on teaching basic kitchen and food skills in a fun and engaging way.

In addition to learning new recipes, participants have also received training in the following areas:

- Kitchen safety
- Correct use of knives
- Cross contamination of raw and cooked foods
- Safe food storage and temperature controls
- Batch cooking
- Preparing weekly and monthly shopping lists
- Freezing and reheating

“I have really enjoyed the cooking course, and I feel like I can cook more at home now”

Making Food Fun participant





### supPORT-all

Our supPORT-all community action programme supports charities and community groups with projects local to the port - Altens, Balnagask, City Centre, Cove, Footdee, Garthdee, Kincorth, Torry and Tullos.

**In 2024, the programme awarded £25,000 to nine charities and community groups.**

**Robert Gordon University:** £5,000 to deliver physiotherapy student-led exercise classes and a new pop-up health clinic in Torry

**AberNecessities:** £3,325 to purchase 50 clothing packs for children of primary school age

**Russell Anderson Foundation:** £2,550 to deliver cooking courses for parents and the purchase of kitchen equipment and food

**Charlie House:** £1,825 to deliver interactive family sound play activities

**Grampian Society for the Blind, operating as North East Sensory Services (NESS):** £800 for sensory toys and equipment for their YPSS Aberdeen baby and toddler group

**Big Noise Torry (Sistema Scotland):** £5,000 to transport secondary school participants to Greyhope Community Hub

**Greyhope Bay:** £2,700 to deliver volunteer training and the provision of project-specific equipment

**Lochside Academy:** £2,000 to deliver breakfast clubs, autism provisions and materials for the Nurture Room

**Nether Loirston Growers Association:** £1,800 for a new gate and raised beds for wheelchair users and less able growers



### Case study: 24 Peaks Challenge

A team of Port of Aberdeen employees competed in the 24 Peaks Challenge and raised more than £26,000 for The Seafarers' Charity. They completed the trek within a 48-hour window, in the process covering 30 miles and ascending over 12,000 feet.

Port of Aberdeen match-funded the team's fundraising efforts which led to the port winning the Top Fundraising Team prize at the event.

**"We are hugely delighted that we've been able to make a respectable contribution in support of such a wonderful charity – thanks to everyone who donated"**

**CEO Bob Sanguinetti**

### Ad hoc support

We aim to foster a culture of giving back, both through supporting our employees' fundraising activities and through the dedicated work of our employee-led Engagement Committee. This team actively develops initiatives to build employee engagement, and an important part of their remit is to identify and allocate funding to vital charity and community projects throughout Aberdeen and Aberdeenshire.

**In 2024, this dedicated committee awarded £15,000 to local organisations, demonstrating our commitment to supporting the initiatives that matter to our employees and the wider community.**



### Community engagement

We're committed to being an active and transparent member of the local community. Throughout the year, we provide various avenues for the public to discover more about what we do and why.

In 2024, Aberdeen's Doors Open Days provided a great opportunity to connect directly with our community. We hosted over 500 people at South Harbour, offering a behind-the-scenes glimpse into our operations. The event's success was amplified by the enthusiastic participation of key partners VisitAberdeenshire, Energy Transition Zone Ltd and The Tall Ships Races Aberdeen 2025.

## Future plans

- Our employee survey will be repeated annually to gain ongoing feedback from our teams and identify where we can improve
- More detailed information from the revised annual review process also means we can monitor how we are performing as employers, identifying opportunities for growth and development
- We are developing our Equality, Diversity and Inclusion strategy which will underpin and guide our future activity
- We are focused on strengthening our strategic charity partnerships and continuing to make a meaningful, long-term impact together
- We're launching a new charity partnership with Energy Transition Zone Ltd (ETZ) to support the expansion of Sport Aberdeen's 'Building Community Connections' active schools programme in Torry. This collaboration aims to enhance life outcomes by providing regular opportunities for children, young people and families to engage in sport, physical activity and play
- We are continuing to support employee-led fundraising initiatives, including participation in the CEO Sleepout and the Kiltwalk. These efforts reflect a strong commitment to community engagement, which we are pleased to enhance through matched funding support



# Governance

## Board of directors

The constitution of the Board is set out in the Aberdeen Harbour Revision (Constitution) Order 2002 and provides for a Board of 12 people, including the Chief Executive Officer, the Chief Financial Officer, the Chief Commercial Officer and nine non-executive directors appointed by the Board.

The nine non-executive directors are appointed on the basis of open public advertisement and are selected on the basis of special knowledge, experience or ability in matters relevant to the operation of a port.

Port of Aberdeen is committed to the highest standards of corporate governance and complies with the relevant sections of the UK Corporate Governance Code, while taking account of best practice as outlined in Modern Trust Ports for Scotland, produced by Transport Scotland.

## Purpose

Aberdeen Harbour Board (the legal name for the Port of Aberdeen) is independent of government and any other legal person and the Board of Directors has a responsibility for the management of the port, in concert with the Executive Leadership Team.

Board members are the equivalent of company directors, and their duties include accountability for the proper exercise of the statutory and administrative requirements placed upon them. They are also required to ensure high standards of corporate governance, establish the overall strategic direction of the port (taking into consideration the best interests of the port and the local economy following consultation with key stakeholders, where necessary) and ensure that government policy is considered when reaching decisions.

“ Robust corporate governance is the bedrock of our financial integrity, ensuring we manage our resources responsibly for the long-term benefit of all stakeholders. This commitment fosters the confidence essential for sustainable business performance and the continued prosperity of our port and the communities it serves. ”

Roy Buchan, Chair



**Roy Buchan**  
Chair  
Board member since 2019



**John Brebner**  
Vice-Chair  
Board member since 2018



**Bob Sanguinetti**  
Chief Executive Officer  
Board member since 2021



**Jon Oakey**  
Chief Financial Officer  
Board member since 2019



**Roddy James**  
Chief Commercial Officer  
Board member since 2022



**Sian Lloyd-Rees**  
Non-executive member  
Board member since 2023



**Kenneth Shand**  
Non-executive member  
Board member since 2022



**Eleanor Craig**  
Non-executive member  
Board member since 2019



**Forsyth Black**  
Non-executive member  
Board member since 2021



**Bertie Armstrong**  
Non-executive member  
Board member since 2020



**Jayne Maclellan**  
Non-executive member  
Board member since 2017



**Gillian King**  
Non-executive member  
Board member since 2025

Find out more about the Board >>



Board committees

The Board operates a committee system with the objective of maintaining high standards of corporate governance and streamlining the work of the Board.

Each committee is made up of members of the Board, with every member also being a member of at least one of the Board's committees.



**Audit & risk**

Responsible for the oversight of the Board's risk management systems, measurement of performance against corporate governance best practice, the approval of the annual accounts, liaison with the Board's auditors, legal best practice and cyber security.



**Property**

Responsible for the Board's strategy for the port's extensive property assets, approval of all property transactions and oversight of the Board's property masterplan.



**Remuneration**

Responsible for the consideration and approval of pay matters, including annual increases and executive remuneration.

Ensuring operational resilience

We understand the critical importance of uninterrupted operations. In 2024, we updated and reissued our Business Continuity Plan, a comprehensive strategy for responding to significant disruptions, whether physical or digital, seamlessly integrating with our Emergency Response Plan.

A key focus is the ever-evolving landscape of cyber security. While Port of Aberdeen benefits from a robust and well-defended system, the sheer volume of threats we face – between 50,000 and 120,000 monthly, including malware, spam and network anomalies – underscores the constant vigilance required.

In 2024, we implemented further enhancements, including sophisticated testing of our protective measures and ongoing user training. Our technology team remains dedicated to continuous monitoring and improvement, safeguarding the port's ability to operate securely and efficiently.



protecting against up to  
**120,000**  
cyber threats every month

Memberships and affiliations

We maintain memberships in trade associations that represent the interests of ports and the maritime industry, as well as general business interests relevant to our organisation. These include the British Ports Association, the Scottish Maritime Cluster, Prosper and Aberdeen & Grampian Chamber of Commerce.





# Ethics, transparency & accountability

## Human rights

Port of Aberdeen believes that human rights are universal and fundamental to preserving the inherent freedom, dignity and equality that should be afforded to all human beings. We are committed to operating our business responsibly and ethically and expect that our stakeholders and suppliers will operate in the same way.

We issued a statement regarding Modern Slavery in 2023 and continue to monitor our performance against the criteria laid down in that statement to ensure we continue to address the risk of modern slavery and human trafficking throughout our supply chain.

## Anti-corruption and anti-bribery

Our employees are required to undertake regular compliance and ethics-related training and we maintain a suite of associated policies including, but not limited to, fraud, procurement, gifts and corporate hospitality and specific corporate bribery and corruption.

## ISO management systems

ISO standards are designed to drive continuous improvement as well as providing a standardised framework to ensure that everyone in the business is following the same set of guidelines, resulting in a safer and more consistent end result.

Port of Aberdeen management systems have been third party certified by LRQA Ltd in ISO14001:2015, ISO45001:2018 and ISO9001:2015. In 2024, the port underwent triennial recertification audits that maintained that accreditation.

## Property

Port of Aberdeen manages a considerable estate, covering the operational quaysides in both North and South Harbours as well as an investment portfolio of other properties tied closely to the business of the port. In 2024, we reviewed our portfolio of investment properties and made a series of divestments of properties in areas not directly related to the operation of the port.

The exercise achieved two principal aims:

1. to build a fund that supports the enhancements of other properties within the estate. The enhancements will better align the properties to the strategic development of facilities at the port and support measures identified as part of our net zero strategy
2. to pass ownership of port assets to long-standing tenants in support of the business community in the areas surrounding us

As part of the property strategy, we are also updating the Port Masterplan to account for differing economic considerations, changes to the business environment and future requirements.

The Masterplan covers a number of options out to the year 2050 that may include future development of the waterfront as a public space. The updated plan will be designed to tie in with the Aberdeen City Council Local Development Plan due in 2026.

## Tax strategy

We do not use contrived tax structures, and affairs are based on sound commercial principles in accordance with relevant tax legislation. The organisation complies in all material respects with all tax laws, reporting requirements and payment obligations.

## Reporting of concerns

We expect all staff to maintain the high standards required to ensure that business is conducted with honesty, integrity, openness and accountability but recognise that there is a risk that malpractice can still happen. In order to reduce that risk to the minimum, employees are encouraged to report any concerns they may have, or provide information, on any such malpractice which are raised in the public interest to prevent or address such situations. Reports can be submitted without fear of retaliation through our formal whistleblowing process, with a Board member appointed to oversee the process.

## Port Marine Safety Code (PMSC)

We remain compliant with the Port Marine Safety Code (PMSC), and an independent audit of the Marine Safety Management System was undertaken by the Designated Person in 2024. We have appointed a Designated Person who provides independent assurance to us, as Duty Holder, about the operation of the Marine Safety Management System.

For the April 2022 to April 2025 reporting period, we exceeded the target for The International Organisation for Marine Aids to Navigation (IALA) categories 1, 2 and 3 aids to navigation (Aton).





# ESG data

Environmental		
Carbon footprint tracking	2024	2023
Scope 1 (tCO <sub>2</sub> e)	280.6	498.2
Scope 2 (tCO <sub>2</sub> e) – location-based	447.5	449.9
Scope 3 (tCO <sub>2</sub> e)	71,024.2	69,971.4
% of fleet as fully electric	56%	53%
Stakeholder engagement		
Net Zero Roundtables	3	4

Social		
Workforce	2024	2023
Total employees	116	112
Total new hires	20	21
Retention	89%	85%
Employee turnover	10.5%	14.6%
Employees with a flexible working arrangement	32 (28%)	32
Employee engagement survey return rate	84%	-
eNPS (employee net promoter score)	11	-
Armed Forces and Cadet Force Adult Volunteers employed	10	Bronze
Training & development		
Training events	180	95
Average training spend per employee	£1,680	£900
Early career opportunities (intern/apprentice)	9	4
Career events	3	8
Pay & benefits	2024	2023
Occupational Health and wellbeing spend per employee	£894	£400
Engagement committee spend per employee	£112	£45
Safety performance		
Total recordable incident rate (TRIR)	1.5	0.93
Lost-time incident rate	0.77	0.93
Safety observations	401	253
Port Safety Group forums	4	4
Net Zero Roundtables	3	4

Governance		
Economic (£000)	2024	2023
Turnover	50,722	45,919
Net operating expenses	26,175	20,195
Operating profit	24,547	25,724
Profit for the financial year	12,198	16,223
Community contributions	114	75
Composition		
Total number of board members	12	12
Total number of executive team members	7	7
Female board members	33%	25%
Female executive team members	14%	14%
Certifications		
ISO 9001 Quality Management System	1	1
ISO 14001 Environmental Management System	1	1
ISO 45001 Occupational Health & Safety Management System	1	1
Port activity		
Vessels handled	7,127	6,948
International trading countries	30	36
Cargo tonnage	3,420,898	3,304,132 tonnes
Vessel tonnage	27,387,507	26,218,459 tonnes
Ferry passengers	185,378	179,166
Cruise guests	21,940	24,135





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