

Annual Review 2026





Welcome to our Annual Review

Reporting period: January - December 2025

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Who we are

Port of Aberdeen is a Trust Port located in the heart of the city and one of approximately 100 in the UK.

As a Trust Port, we are run by an independent board for the benefit of our stakeholders and governed by our own local legislation. Unlike a privately owned port, we have no shareholders and do not pay dividends. Instead, all profits or surpluses are reinvested in operating, maintaining and enhancing the port.

Aberdeen has been a Trust Port since 1961. This model supports long-term planning and investment, including major developments such as the £420million Aberdeen South Harbour.

The duty of Trust Board members and port employees is clear: to hand the port on in the same or better condition to succeeding generations.

-  UK's oldest existing business, established in 1136
-  Scotland's biggest port, with more than 7,600m of quayside
-  Scotland's busiest port, handling more than 6,100 vessels a year
-  Key hub for energy, cargo, cruise and ferries
-  Vision to become the UK's first net zero port by 2040



Year in review



£49.3million turnover



£18.8million operating profit



6,143 vessels handled



Cargo tonnage
2,989,053 tonnes



Vessel tonnage
25,461,235 tonnes



107 employees



£118,000 donated to local
charities and community groups



224,263 ferry passengers



42,922 cruise guests

Strategic framework

Port of Aberdeen’s strategic framework sets its course as a socially responsible Trust Port, guiding how the port operates, supports its stakeholders and creates prosperity for generations.

PURPOSE

To create prosperity for generations

VISION

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

MISSION

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



VALUES

Dynamic

Relevant

Respectful

Professional

Inclusive

STRATEGIC PRIORITIES



Customers
& Growth



Land,
Facilities
& Assets



Environment



People
& Culture



HSSQ



Stakeholder
Engagement &
Communication



Chair's statement

Like many organisations in the North East of Scotland, Port of Aberdeen felt the effects of a significant reduction in oil and gas activity during 2025.

Vessel calls reduced by almost 14% to 6,143 and total cargo and vessel tonnage decreased by 7.6% to 28,450,288 tonnes. Turnover of £49.3million represented a 2.7% reduction from 2024, with an operating profit of £18.8million, reflecting the reduction in trading and one-off costs.

While oil and gas platform supply vessel traffic in North Harbour contracted, diversified activity at South Harbour continued to go from strength to strength – up 13.4% on 2024 – as we secured an increasing number of larger vessels and projects in energy, cruise and cargo.

Ferry passenger numbers reached 224,263 – up 8.1% on the previous year – and property rental income remained stable, with occupancy levels broadly consistent despite brief periods of vacancy.

So, it is fair to say that 2025 was a challenging year for the organisation but I also want to recognise the exceptional work delivered by the port team, none more so than hosting The Tall Ships Races.

The event was an excellent example of our Trust Port ethos, as we opened our quaysides to hundreds of thousands of visitors and nearly 50 majestic ships. It was a true Team Aberdeen effort, with stakeholders from across the region working together to deliver the city's biggest event in a generation. The Tall Ships Races was a credit to our team at Port of Aberdeen, who created something special for the city, and – most importantly – delivered it safely.

I thank my colleagues on the Board for their support and insights. Sarah Downs joined the Board in January 2026 and Jennifer Heiton succeeded Jon Oakey as Chief Financial Officer in May. Jon made a significant contribution over seven years and I wish him well in retirement. I congratulate Eleanor Craig on taking on the role of Vice-Chair, succeeding John Brebner. My thanks also go to Jayne MacLennan and Bertie Armstrong for their many years of dedicated service after stepping down as non-executive members.

The Board is well placed to navigate what lies ahead and while headwinds have continued into 2026, I am confident that we will continue to show the resilience and adaptability that has served the port well for almost 900 years.

Roy Buchan, Chair

CEO's statement

2025 was a year of sharp contrasts.

The success of hosting The Tall Ships Races, one of Scotland's biggest tourism events, was set against a sharp decline in oil and gas activity.

A prolonged reduction in revenue from our key sector led to an organisational restructure and we made 17 roles redundant. I want to acknowledge the contributions of our valued colleagues who have left and wish them the very best for the future.

Reducing our cost base was an essential part of efforts to meet our financial commitments from building Aberdeen South Harbour. The harbour now generates around 15% of our revenue across a diversified range of sectors, demonstrating the strategic value of our £420million investment.

Oil and gas remains our most significant sector, despite a 16% drop in activity last year which was primarily driven by government policy, not geology. We are fully focused on supporting customers, consolidating our position, and building on our good progress with attracting jack-up rigs and other associated vessels.

Offshore wind is a generational opportunity but port activity at scale remains frustratingly out of reach. We handle around 600 offshore wind vessels a year, yet it contributes only 1% of revenue. While we progress plans to become fully project-ready for floating offshore wind, more Scottish developments need to progress at pace. Urgent action is required to accelerate planning, consenting and grid connections, and reduce

transmission charges. There is a real risk that projects could be stranded, and the supply chain benefit will not materialise.

Cargo is a significant near-term growth opportunity, and we are targeting commodities for infrastructure, agriculture, energy, and more. Cruise continues to be a success story for the port and North East tourism sector. Last year we welcomed almost 43,000 guests and 65 cruise ships – up 96% and 33% respectively from 2024 – and both are growing again in 2026.

Through a challenging year, our commitment to safety did not waver. We ended 2025 with zero lost time incidents and zero recordable incidents, providing early evidence of our commitment to embed a Zero Harm culture in the organisation. This outstanding achievement was delivered across thousands of pilot transfers, line handling operations, infrastructure upgrades and, significantly, the operational demands of The Tall Ships Races.

The Tall Ships Races showed what my team is made of, and I could not be prouder of them. Two years of planning delivered the city's biggest event in a generation, offered life-changing sailing experiences for local young people, and generated more than £32million in economic benefit for the local community and wider region.

A new charity partnership between Port of Aberdeen, ETZ Ltd and Sport Aberdeen is another example of deepening our impact in the community. Our investment in Sport Aberdeen's Active Schools programme promotes health and wellbeing for pupils and families in Torry. Alongside our wider charity partnerships, donations, fundraising

and volunteering, we remain committed to supporting those most in need.

At the same time, we are making strong progress in reducing our emissions on the journey to net zero by 2040. Overall, emissions for Scopes 1, 2 and 3 decreased by 3.5% as we continued the roll-out of renewable fuel, renewable energy tariffs and electric vehicles. We also launched the UK's largest operational shore power system, and our environmental efforts were recognised with winning 'Sustainable Supplier of the Year' at the Scottish Green Energy Supply Chain Awards.

We started the year with a renewed focus on diversification and reinforcing our purpose – to create prosperity for generations. That hasn't changed, and neither has our commitment to the customers, communities and partners who depend on this port.

Bob Sanguinetti DL, CEO





"The Tall Ships Races is deeply connected to our city's rich maritime heritage, and it was inspiring to see that legacy reignited, not only for those who remember the events of the '90s, but also for a new generation experiencing the magic for the first time."

Bob Sanguinetti DL, CEO, Port of Aberdeen



THE TALL SHIPS RACES Aberdeen 2025

organised by Sail Training International

From 19 to 22 July 2025, Port of Aberdeen welcomed The Tall Ships Races back to the city for the first time in 28 years. Hundreds of thousands of visitors came to the port as 49 ships transformed North Harbour for four days of celebration, fun and excitement, supported by a packed programme of events including headline Quayside Concerts and the high-flying Red Arrows.

Behind the scenes, our team worked tirelessly to prepare the port while maintaining operations for customers as close to business as usual as possible. Quaysides throughout Victoria Dock were inspected and repaired, fishmeal-filled transit sheds were transformed into bars and food halls, and long-dormant offices in the Regent Centre were brought back into use for Sail Training International, captains, volunteers, trainees and media.

The installation of temporary pontoons was critical to accommodating the smaller Class C and D ships. This work had to be completed safely alongside the final commercial vessel movements to keep the site build on schedule.

A detailed berthing plan was also developed to position each of the ships for arrival and departure, and our team adapted quickly when most of the fleet arrived from Dunkirk two days ahead of schedule.

During the event, the Tall Ships provided a spectacular backdrop while NorthLink ferry services to Shetland and Orkney continued to operate as normal. On the final day, the Parade of Sail captured the imagination of the city as thousands gathered to watch the fleet depart. Coordinated by Vessel Traffic Services, each vessel sailed safely from the port en route to Kristiansand to close a landmark event for Aberdeen.



Credit: Photo by Kris Romanski,
Sail Training International



The Tall Ships Races Aberdeen 2025 was a special moment for our colleagues, and for many of their family and friends too. After working so hard to help deliver the event, it was their chance to enjoy it together and share a real sense of pride in both the port and the city.

There were some unforgettable experiences along the way, from a private two-hour visit onboard the Polish maritime giant Dar Młodzieży to watching the Red Arrows from the Marine Operations Centre, taking boat trips throughout the event, enjoying a Parade of Sail barbecue and rounding it all off with a post-event celebration at the Sea Cadets' unit on Pocra Quay.

The port's maintenance team even stepped in to fix the caterer's generator at the barbecue - demonstrating our "dynamic" value - saving the day (and stomachs) for everyone who was there.

Some of the team also joined the army of 300 dedicated volunteers, who were the backbone of the event, supporting everything from ship liaison to providing help and guidance to visitors on the quayside.

The event gave Aberdeen global visibility, generating 1,343 pieces of broadcast, print and online coverage in July alone and more than 700million opportunities to see or hear about it.

Tall Ships Aberdeen has gone on to win a string of awards including the Sultan Qaboos Sailing Trophy, Sail Training International's 'Host Port Trophy', Scottish Event Awards' Best Large Festival (over 5,000 attendees) and Best Brand Activation, and Northern Star Business Awards' Regional Contribution.



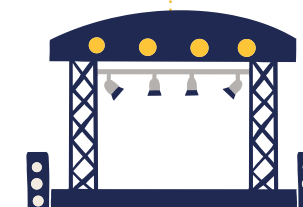
49 Tall Ships



94%
of visitors rated
their experience
good or excellent

496,000
visits over the four days

£32.2
million
generated for
local economy



470
Tall Ships
public day sails



4 Quayside Concerts
22,000
tickets sold



Changing landscape

We support customers in a diverse range of sectors - oil and gas, cargo, property, renewables, ferry, cruise and decommissioning. That mix is more important than ever as traditional markets change.

Oil and gas is declining faster than forecast, but it still accounts for more than half our revenue and will remain crucial for years to come. Our priority is to retain this core business while doubling down on diversification, so that Port of Aberdeen continues to be a resilient, trusted partner for customers in every sector.



Oil & Gas

South Harbour has increased our capacity and capability for handling larger vessels, opening up new opportunities even in established sectors like oil and gas.

The facility is now an attractive option for jack-up rig berthing and in 2025, we welcomed Noble Intrepid back to the port (pictured on the left) alongside Well-Safe Protector on her maiden visit.



Cargo

Cargo is a significant near-term growth opportunity, with the potential to support a size, scale, and variety of cargo not seen in Aberdeen before, including breakbulk, infrastructure and agriculture.

In 2025, we played a key role in the heavy lift and safe offloading of a 253-tonne transformer for SSEN Transmission. The unit formed part of a major project to modernise and strengthen the UK's electricity transmission network.



Renewables

We continued to strengthen our role supporting construction, operations and maintenance activity across Scotland's east coast offshore wind projects.

We continue to engage with the Scottish Government and UK Government on plans to deepen South Harbour and enhance our infrastructure - an investment that would cement Aberdeen's position as an international offshore wind hub.



Cruise

Work to secure new and return cruise business is continuing at pace, with 65 cruise calls in 2025, rising to 75 booked in 2026, and ambitions to reach 100 in the years ahead.

In June, we became the first Scottish city to host Cruise Britain's prestigious annual summer event with the conference held at Crathes Castle and aboard the Viking Saturn in South Harbour.



Decommissioning

With deep-water berths, ultra heavy-lift capability and extensive laydown space, Port of Aberdeen has established itself as one of Europe's leading decommissioning hubs.

In 2025, we supported a number of multi-call campaigns, with our proximity to North Sea assets and specialist facilities making us the natural choice for subsea removal, heavy-lift and waste management activity.



Delivering for our customers

Ports are high-risk environments. Delivering safe and efficient operations for our customers requires a skilled team backed by the right infrastructure and equipment.

Listening to our customers

We achieved our highest customer satisfaction rating, with an overall score of 4.3 out of 5, up from 3.7 in 2024.

Twice as many customers responded to our annual survey, which represents the views of vessel owners, charterers, agents and logistics providers.

Key results included:



87% said our team is prompt and efficient



97% rated our team as courteous and knowledgeable



4.3 out of 5 for timeliness of responses to enquiries and support from operations team



4.1 out of 5 for readiness and maintenance of port infrastructure

This feedback reflects the hard work of our operations, marine, maintenance, engineering and commercial teams, who deliver a safe, efficient service every day. We are using the detailed qualitative feedback to keep improving in the areas that matter most to our customers.



Spotlight on: Josh Sansom, South Harbour Supervisor

In 2025, we reorganised the Dock Control Officer (DCO) team to introduce a South Harbour Supervisor position.

Josh stepped into the role after more than four years as a DCO. He provides a clear focal point for South Harbour and gives our Port Operatives consistent line management support.

This change has helped Josh and the DCOs improve communications with colleagues, clients and stakeholders across the port. Both roles are key to improving the customer experience and supporting future business at Port of Aberdeen.

“I’m part of a brilliant team who make the port a great place to work. Operations at South Harbour bring a lot of different challenges, as things can change by the minute and no two days are ever the same.”

Josh Sansom



Celebrating HSE excellence

In 2025, we achieved zero lost time and zero recordable incidents, demonstrating our commitment to embedding a Zero Harm culture across the organisation.

Neil McIntosh, Head of SHEQ, said: “This level of safety performance doesn’t happen by chance. It takes a continual focus from everyone at the port to make preventing injuries and ill health the highest priority.”

Port users and colleagues were recognised for making Aberdeen a safer, healthier and more sustainable port at our 2025 Health, Safety and Environment (HSE) Awards.

Dales Marine received the Port Health and Safety Award for its strong commitment to delivering safety improvements, and North Star won the Port Environment Best Practice Award for implementing initiatives that enhance energy efficiency and reduce carbon emissions during port operations.

We also introduced a new Net Zero category to recognise colleagues who have made our operations more sustainable.

Five members of our electrical team – Graham Burnett, Stuart Young, George Slater, Shaun Duffy and Aaron Reid – received the Net Zero Award for their collective effort and innovative ideas to upgrade the port’s infrastructure in support of our 2040 net zero vision.

Harbour Master Benji Morrison received the Zero Harm Award for his strong demonstration of the 7Cs – Commitment, Change Management, Control of Work, Competence, Complacency, Communication and Collaboration – particularly in leading the effective delivery and execution of our emergency response plan.

Shore power in operation

In 2025, we launched the UK’s largest operational shore power system with clean electricity available for ships at eight berths in North Harbour.

The £4million ‘Shore Power in Operation’ demonstrator project was supported by the Department for Transport’s Zero Emissions, Vessels and Infrastructure (ZEV) competition funded by UK Government and delivered in partnership with Innovate UK.

Vessels plug into our renewable electricity supply at berth instead of running fossil fuel auxiliary engines - cutting fuel use, emissions, noise and local air pollution.

The demonstrator project could save up to 60,000 tonnes of CO² equivalent over 20 years, the same as removing more than 2,000 cars from the road every year.

Shore power infrastructure was also installed at Regent Quay for Bibby Marine’s electric Service Operation Vessel and completed works for Serco NorthLink’s passenger ferries.

We were proud to be named Sustainable Supplier of the Year at the 2025 Scottish Green Energy Supply Chain Awards for our shore power projects and efforts to reduce scope 3 client vessel emissions.





Lowlands Diamond and Solong: learning from live incidents

“We are strategically placed
as being a port that can offer
the UK resilience in times
of conflict or national and
international emergencies.”

Benji Morrison, Harbour Master

When disaster strikes at sea, finding a Port of Safe Refuge can quickly become a priority.

In January, the Lowlands Diamond cargo ship was sailing from Varberg, Sweden to the United States when a fire was detected in one of her cargo holds.

After detailed discussions and planning with stakeholders, including the Secretary of State's Representative for Maritime Salvage and Intervention (SOSREP), Maritime and Coastguard Agency and emergency services, Aberdeen was designated as the Port of Safe Refuge to bring the vessel alongside and manage the incident.

Despite being around 100 miles away, Port of Aberdeen's South Harbour was chosen for its significant quayside space, ease of access and specialist infrastructure, including a pressure-fed freshwater tank with its own hydrants to help protect the ship, the crew and her cargo.

Over three days, 58 fire appliances – each crewed by six firefighters – supported operations while the wood pulp cargo in the hold was inspected, handled and offloaded, most of which was saved. The ship was cleared for onwards transit at the end of February and resumed her passage.

In March, Port of Aberdeen was again designated as the Port of Safe Refuge, this time for the damaged Portuguese-flagged cargo vessel Solong - pictured here - following a serious collision at a designated anchorage position outside the Humber Estuary.

With just three days' notice, teams across the port prepared for Solong's arrival. A specialist shore tension system was shipped overnight from the Netherlands and rigged quayside in time for the vessel's arrival, as the fire-damaged ship had no mooring capability of its own.

Detailed plans were made to manage safety and environmental hazards and risks; operational, response and emergency procedures, including offloading operations, and the handling of damaged and dangerous cargos and pilotage onto a vessel with significant fire damage all being brought into effect.

The ship spent several weeks alongside in Aberdeen South Harbour while specialists carried out their inspections and remediation, providing a real-world test of our emergency response, vessel traffic management and stakeholder coordination.

The back-to-back handling of these two casualty vessels has helped cement Port of Aberdeen's growing reputation as a Port of Safe Refuge and trusted partner for government in times of emergency.

Internally, these incidents have informed updated emergency response plans and additional training, ensuring we can respond quickly, safely and efficiently. This learning now feeds directly into exercises, briefings and joint working with our Port Safety Group, strengthening resilience for all port users.



Maintaining our infrastructure



Ports up and down the coast are facing more frequent and severe storms, and Aberdeen is no exception. From Arwen to Éowyn, our North and South Harbour breakwaters have felt the force of high winds and heavy seas.

In 2025, we carried out targeted repairs and strengthening works on our breakwaters to improve their resilience to future storms, including thickening the east face of the North Harbour's south breakwater.

A climate change study is planned for 2026 to help understand how changing weather patterns, sea levels and wave conditions could affect our operations and infrastructure. This will guide future investment in preventative maintenance and adaptation measures so that we can continue to operate safely and reliably in a "new normal" of more intense storms.

Harsh weather also brings another set of challenges, with material washed down the River Dee into the tidal harbour, turning basin, berths and navigation channel in North Harbour, and with accumulation and build-up of sand around the South Harbour navigational channel.

Our in-house survey team carries out hydrographic surveys throughout the year to monitor material build-up and ensure safe navigation.

Each year we undertake a dredging campaign that combines trailing suction hopper dredging with bed levelling. This maintains berths and channels at both harbours to their required depths.

In the weeks before each campaign, bathymetric surveys of both harbours are used to calculate dredge volumes and inform the contractor's programme and cost estimates. During the campaign, interim progress surveys guide day-to-day decisions until the work is safely completed.

UK Dredging's Marlin trailing suction hopper dredger and MV Sea Horse levelling vessel conducted the 2025 campaign, removing silts and sands over a 23-day period, in accordance with the licence granted from the Marine Directorate.

Our team keeps the port safe and operational for customers 24 hours a day, 365 days a year, removing everything from trees and sandbags to a caravan in the process.



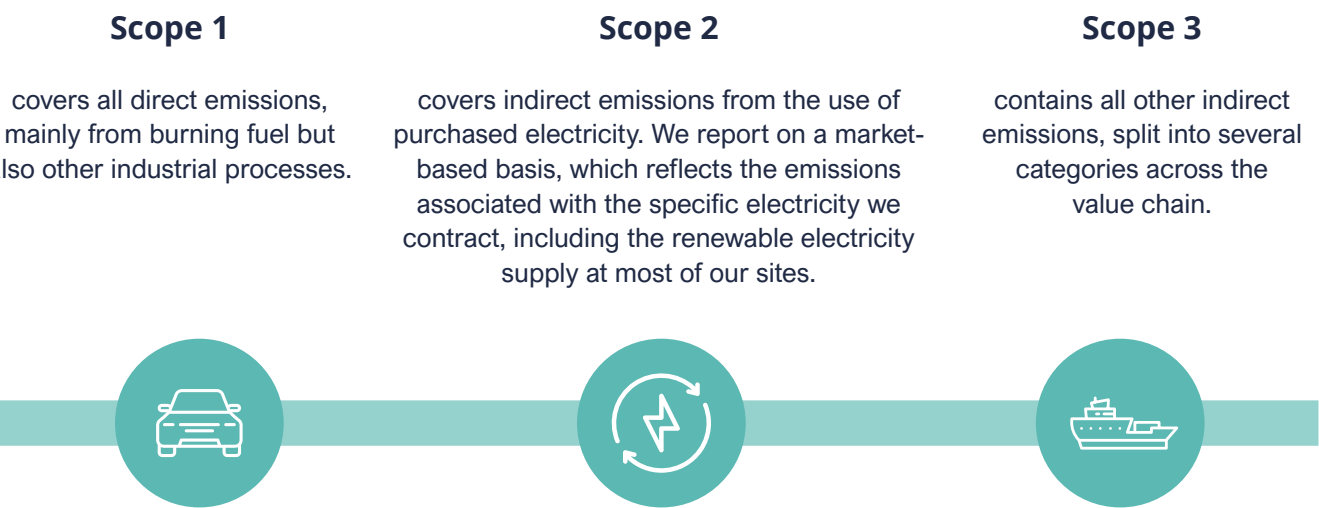
Carbon footprint tracking

As part of our vision to become the UK’s first net zero port by 2040, we measure the carbon footprint associated with port activity.

In 2025, our carbon footprint was independently verified at 65,277.4 tonnes of carbon dioxide equivalent (tCO₂e).

Overall, emissions have reduced by 3.5%

We categorise emissions into scopes 1, 2 and 3.



Behind the numbers

Scope 1

Scope 1 emissions reduced by 12.1%, due to lower diesel use in our equipment, vehicles and vessels. Natural gas remains the largest contributor to scope 1 (98%), reflecting its use to heat our buildings and workshops. We have made significant progress in recent years in tackling our scope 1 emissions, with a reduction of almost 80% since 2022.

Scope 2

Scope 2 emissions reduced by 1.5% on a market-based basis. We continue to move to all REGO (Renewable Energy Guarantees of Origin) certified electric contracts within the port estate and expect to see further reductions in the next reporting period.

Scope 3

Scope 3 emissions reduced by 3.5%, led by a 57.4% fall in downstream leased asset emissions. This reflects a combination of lower tenant energy use and continued improvement in the quality of data we receive from tenants as we continue to support their decarbonisation goals.

Total vessel emissions rose by 0.7% despite the drop in vessel traffic, as vessels spent an average of three additional minutes at berth compared with 2024. Our carbon intensity metric - kg of CO₂e per vessel tonnage handled – increased from 1.3 in 2024 to 1.4 in 2025 as the tonnage handled reduced year-on-year.

We expect to see the benefit of introducing shore power at ten berths reflected in the next reporting period.

2025 carbon footprint

Scope	Category	2025 (tCO ₂ e)	2024 (tCO ₂ e)	% change from previous year
1	Natural gas	241.7	260.4	-7.2
1	Equipment/ Machinery HVO Use	0.2	13.6	-98.5
1	Refrigerants	-	-	-
1	Company vehicle fuel use	0.7	2.0	-63.4
1	Company vessels	3.9	4.6	-13.6
Scope 1 total		246.6	280.6	-12.1
2	Purchased electricity (market-based)	668.3	678.3	-1.5
Scope 2 total		668.3	678.3	-1.5
3	Business travel	15.6	23.2	-32.4
3	Waste	4.3	2.6	63.2
3	Water	0.7	0.2	321.9
3	Employee commute	175.7	84.8	107.1
3	Work from home	1.9	0.4	395.9
3	Downstream leased assets	2,127.9	4,992.6	-57.4
3	Vessel emissions	62,036.3	61,595.3*	0.7
Scope 3 total		64,362.5	66,699.1*	-3.5
Total		65,277.4	67,658.0*	-3.5

*Figures updated to incorporate corrected 2024 vessel emissions data



Investing in our people through change

A port is nothing without its people, and we continue to invest in development, early careers and stronger cross-team collaboration.

Throughout 2025, we focused on building skills for the future – from apprenticeships and internal promotions to leadership development and embedding our Zero Harm culture.

At the same time, we faced the difficult reality of a downturn in oil and gas activity and carried out a headcount review at the end of the year. Following a voluntary redundancy and consultation process, 17 roles were made redundant across the business.

This was not a step we took lightly. We approached it with care, transparency and support for those affected, recognising the contribution they have made to the port. Our aim is to ensure Port of Aberdeen remains resilient through changing markets while continuing to invest in our people and build the skills and capabilities needed to grow more diverse revenue streams in the years ahead.

Employee engagement and recognition

Our second annual employee survey showed continued progress, with our employee Net Promoter Score improving and 91% of colleagues saying they are proud to work at Port of Aberdeen.

We also redesigned our performance review process with input from employee representatives, moving from a paper-heavy, one-way assessment to a more open, two-way conversation between colleagues and line managers. The new approach included training for managers on constructive conversations, shared input on goals and outcomes, and a stronger focus on wellbeing and personal development.

The employee-led Engagement Committee delivered team-building events, family fireworks viewing and volunteering initiatives, while our donations and match-funding for employee fundraising supported more than 30 local charities and groups.

Monthly Lunch and Learns were introduced as an informal forum for sharing knowledge and spending time with colleagues, while experiencing different parts of the port. The team learned about Cruise Aberdeenshire, visited the Noble Intrepid jack-up rig and Boka Northern Ocean construction vessel, learned about financial scams and were introduced to the men's mental health group Men in Mind.

We were also shortlisted for the British Ports Association's Inclusive Workplace Award, recognising our commitment to equal opportunities for all.

Early careers and outreach

In 2025, we welcomed new apprentices and interns, filled roles through internal promotions, and expanded our apprenticeship programme to help build the next generation of maritime skills.

Through our partnership with Developing the Young Workforce North East (DYWNE), we took part in career events and mock interviews, connecting schools with the diverse opportunities our industry offers, such as engineering, marine and sustainability.

Through the Career Ready programme, Adenike – an S5 pupil from a local school – was paired with a mentor from Port of Aberdeen for an 18-month mentoring programme, including a four-week placement in the People & Culture team. Adenike carried out administrative duties, worked on a project developing Equality and Diversity reporting and plans, and even volunteered at the Tall Ships festival during her time with us.

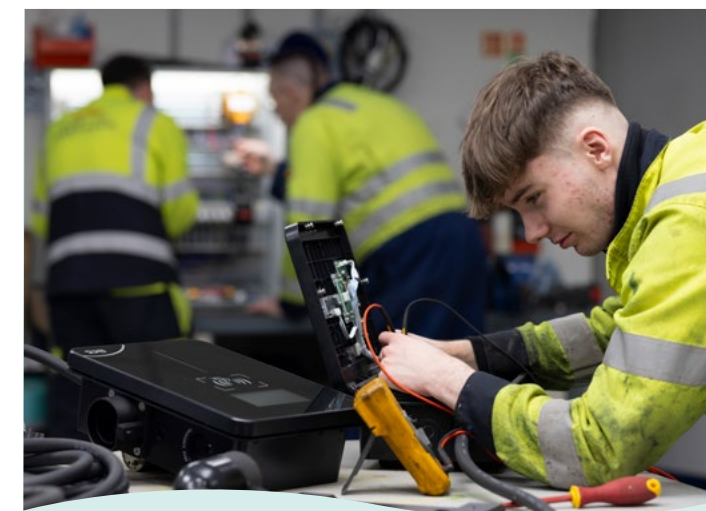
Two of our apprentices represented Port of Aberdeen at a Maritime Pathways event led by the Scottish Maritime Cluster. Electrical Engineer Apprentice Aaron Reid and People & Culture Administrator Jade MacLennan ran practical activities with school pupils to raise awareness of the different roles available in the maritime industry.

We also hosted the Aberdeen Sea Cadets at our Marine Operations Centre, giving local young people hands-on experience of vessel traffic management and simulator training.



“It was an eye-opening experience and showed me so many opportunities that I didn't even know existed. The knowledge and experience I've gained will help me in the future.”

Adenike, Career Ready Intern



Spotlight on: Aaron Reid, Electrical Engineer Apprentice

Nineteen-year-old apprentice Aaron Reid is one of the young people helping to power the port.

No two days are the same for Aaron – one day he's working on lighting for pilot boats or testing fire alarms, the next he's fixing equipment, servicing roller doors or supporting electrical works at the Marine Operations Centre.

Aaron's work keeps critical systems running, from security barriers to site lighting, so operations across the port can continue safely and efficiently.

His apprenticeship is building advanced technical skills with tools, wiring and industrial systems, alongside adaptable skills like communication and problem-solving that he can use throughout his career.

“Although we work to deadlines, we're trusted to take our time, plan carefully and always put safety first. There's no rushing or cutting corners, so I get to focus on doing the job right, building confidence with tools and taking pride in what I do.”

Aaron Reid



Supporting our communities

As a Trust Port, our purpose is to create prosperity for generations. We put our local communities at the heart of that commitment and strive to ensure the benefits of a busy port are shared well beyond the quayside.

In 2025, we donated £118,000 to charities and community groups across Aberdeen and Aberdeenshire, deepened our relationships with strategic charity partners, and supported employee fundraising and volunteering.



Funding in action

Alcohol & Drugs Action, a leading provider of alcohol and drug support services in Aberdeen City and Aberdeenshire, used funding from the port to refurbish its Hadden Street counselling room area and reception. The funding has helped to upgrade the facility to a standard that makes people using the drop-in centre feel welcome and valued.

“Port of Aberdeen’s funding has been absolutely essential for us here at Alcohol & Drugs Action. It has given our clients an incredible lift to be able to come into our offices and feel warm, welcome, and comfortable. These are all essential ingredients for us being able to offer counselling and interventions appropriately.”

**Fraser Hoggan, Chief Executive Officer
Alcohol & Drugs Action**



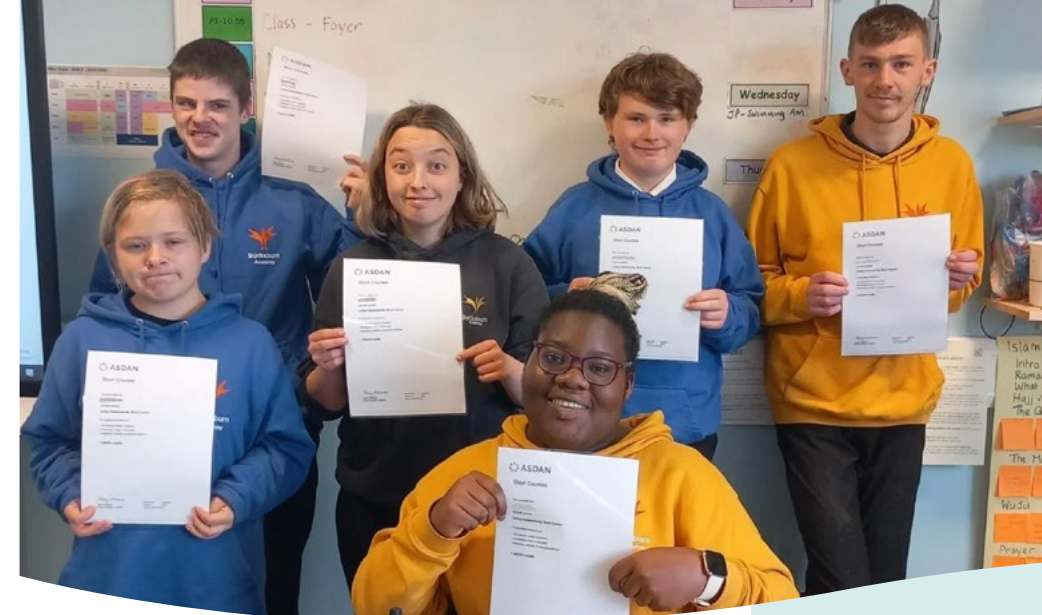
Community collaboration

Port of Aberdeen and ETZ Ltd supported Sport Aberdeen in securing the targeted provision of the ‘Active Schools’ programme for the 2025-26 academic year.

Awarded in March, this £30,000 of funding followed an inaugural round of activity in 2024-25 funded by ETZ Ltd that had increased participation in Torry schools’ extra-curricular programmes by 200%.

ETZ Ltd continued its support this year with a £15,000 donation which was match-funded by Port of Aberdeen, providing crucial support for the continued delivery of these services.

The investment delivered new equipment and more activities, mentoring and training opportunities, helping young people develop leadership skills and promote wellbeing in their communities.



Spotlight on Aberdeen Foyer

Aberdeen Foyer used funding from our multi-year strategic charity partnership to strengthen digital inclusion, learning and employability for young people and adults.

The funding supported digital cafés and digital confidence sessions, strengthened employability pathways through accredited training and work placements, and delivered online modules in wellbeing, independence and professional skills.

- 94% of participants reported increased digital confidence
- 41 digital kits distributed
- 205 people accessed employability training

Young people in supported accommodation particularly benefited, gaining skills for independent living.

“The digital support I received helped me feel confident enough to apply for jobs online. Before this, I didn’t even know where to start.”

Foyer participant

The strength of the partnership between Port of Aberdeen and Aberdeen Foyer also created several opportunities throughout the year:

- Port of Aberdeen CEO Bob Sanguinetti DL took part in the CEO Sleepout and raised £7,200, including matched funding, for Aberdeen Foyer and other charities working to prevent homelessness in Aberdeen.
- Amber Inglis, People & Culture Advisor, took part in a Foyer careers fair as well as volunteering at their Christmas party.
- Stephen Perry, Environmental Intern, was one of 750 people who ran along Aberdeen’s beachfront dressed as Santa Claus to raise funds for Aberdeen Foyer.

Opening our port to all

Following the success of The Tall Ships Races, we reopened North Pier for seasonal public access from April to September, allowing people to enjoy the historic structure for the first time in decades and offering excellent ship-spotting and dolphin-watching views.

S/S Hestmanden berthed in North Harbour and brought Norwegian maritime history to life through public access to the 114-year-old merchant cargo ship – the only preserved cargo vessel to have sailed in convoys in both world wars.

Colleagues helped to refurbish the Sea Cadet buildings at Pocra Quay ahead of The Tall Ships Races and also formed the Harbour Hikers and completed the Aberdeen Kiltwalk, raising £2,290 - including matched funding - for Sailors’ Society.



Governance

Board

The constitution of the Board is set out in the Aberdeen Harbour Revision (Constitution) Order 2002 and provides for a Board of 11 members, including the Chief Executive Officer, Chief Financial Officer, Chief Commercial Officer and eight non-executive directors appointed by the Board.

The eight non-executive members are appointed through open public advertisement and are selected on the basis of specialist 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 Port of Aberdeen) is independent of government and any other legal person, and the Board is responsible 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 account 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.

Board committees

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

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 three committees – audit & risk, property and remuneration.



Audit & risk

Responsible for 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 oversight of the Board's property masterplan, including approval of all property transactions.



Remuneration

Responsible for considering and approving pay matters, including annual increases and executive remuneration.

Our Board



Roy Buchan
Chair
Board member since 2019



Eleanor Craig
Vice-Chair
Board member since 2019



Bob Sanguinetti
Chief Executive Officer
Board member since 2021



Jennifer Heiton
Chief Financial Officer
Board member since 2026



Roddy James
Chief Commercial Officer
Board member since 2022



John Brebner
Non-executive member
Board member since 2018



Forsyth Black
Non-executive member
Board member since 2021



Kenneth Shand
Non-executive member
Board member since 2022



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



Gillian King
Non-executive member
Board member since 2025



Sarah Downs
Non-executive member
Board member since 2026

Find out more about the Board >>



Ensuring operational resilience

We understand the critical importance of uninterrupted operations. In 2025, 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 volume of threats we face – between 50,000 and 140,000 each month, including malware, spam and network anomalies – underscores the constant vigilance required.

In 2025, we implemented further enhancements, including sophisticated testing of our protective measures, changes to our hardware infrastructure and ongoing user training. Our technology team remains dedicated to continuous monitoring and improvement, safeguarding the port's ability to operate securely and efficiently.

Memberships and affiliations

We maintain memberships of trade associations that represent the interests of ports and the maritime industry, as well as wider business interests relevant to our organisation, including 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 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 covering fraud, procurement, gifts and corporate hospitality, and bribery and corruption.

ISO management systems

Port of Aberdeen uses ISO standards to drive continuous improvement, giving everyone in the organisation a common framework to follow and delivering safer, more consistent outcomes.

Port of Aberdeen management systems have been third-party certified by LRQA Ltd to ISO14001:2015, ISO45001:2018 and ISO9001:2015.

Property

Port of Aberdeen manages a considerable estate, covering the operational quaysides in North Harbour and South Harbour as well as an investment portfolio of other properties tied closely to the business of the port.

Our investment properties remain key to the services on offer to our customers and a programme of modernisation, energy conservation improvements and safeguarding maintenance has been developed for implementation in the coming years.

This will tie into the port's 2040 net zero strategy and offer state-of-the-art premises to both current and potential customers. This includes plans for solar power, energy hub development, weather-proofing, and air-conditioning or refrigeration.

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 to 2050, which 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 our 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 employees to maintain the high standards required to ensure business is conducted with honesty, integrity, openness and accountability, but recognise that malpractice can still occur. To reduce that risk as far as possible, employees are encouraged to report any concerns they may have, or provide information, on any such malpractice 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)

A new Designated Person (DP) was appointed by the Duty Holder in Q1 2025 and an independent audit of the Marine Safety Management System (MSMS) was undertaken in May. This audit was presented to the Duty Holder as part of the auditing and review process. The annual audit of the MSMS has been scheduled to be carried out again in 2026.

Aids to Navigation (AtoNs)

For the April 2023 to April 2026 reporting period, we exceeded the target for the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) Category 2 & 3 AtoNs. For Category 1 we fell short of the target by 0.74% - due to one of Category 1 AtoNs (lights) being extinguished for a number of weeks during the inclement weather at the start of 2026.



ESG data

Environmental

Carbon footprint tracking	2025	2024	2023
Scope 1 (tCO ₂ e)	246.6	280.6	498.2
Scope 2 (tCO ₂ e)	668.3 (market-based)	447.5 (location-based)	449.9 (location-based)
Scope 3 (tCO ₂ e)	64,362.5	66,699.1*	69,971.4
% of fleet as fully electric	60	56	53
Stakeholder engagement			
Net Zero Roundtables	4	3	4

Social

Workforce	2025	2024	2023
Total employees	107	116	112
Total new hires	14	20	21
Retention	79%	89%	85%
Employee turnover	11.3%	10.5%	14.6%
Employees with a flexible working arrangement	24 (22%)	32 (28%)	32 (29%)
Employee engagement survey return rate	81%	84%	–
eNPS (employee net promoter score)	14	11	–
Armed Forces and Cadet Adult Force Volunteers employed	6	10	–
Armed Forces Covenant award	Silver	Bronze	Bronze
Training & development			
Training events	150	180	95
Average training spend per employee	£1,804	£1,680	£900
Early career opportunities (intern/apprentice)	6	9	4
Career events	3	3	8
Pay & benefits			
Occupational Health and wellbeing spend per employee	£617	£894	£400
Engagement committee spend per employee	£92	£112	£45
Safety performance			
Total recordable incident rate	0	1.5	0.93
Lost-time incident rate	0	0.77	0.93
Safety observations	442	401	253
Port Safety Group forums	4	4	4

Governance

Economic (£000)	2025	2024	2023
Turnover	49,314	50,722	45,919
Net operating expenses	30,561	26,175	20,195
Operating profit	18,753	24,547	25,724
Profit for the financial year	7,117	12,198	16,223
Community contributions	118	114	75
Composition			
Total number of board members	12	12	12
Total number of executive team members	7	7	7
Female board members	33%	33%	25%
Female executive team members	14%	14%	14%
Certifications			
ISO 9001 Quality Management System	1	1	1
ISO 14001 Environmental Management System	1	1	1
ISO 45001 Occupational Health & Safety Management System	1	1	1
Port activity			
Vessels handled	6,143	7,127	6,948
International trading countries	36	30	36
Cargo tonnage	2,989,053	3,420,898	3,304,132
Vessel tonnage	25,461,235	27,387,507	26,218,459
Ferry passengers	224,263	207,318	179,166
Cruise guests	42,922	21,940	24,135

*Figure updated to incorporate corrected 2024 vessel emissions data



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