

Ports as engines for growth:

Unlocking investment, driving sustainable economic growth and generating clean jobs.

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Welcome,

The UK's ports and maritime sectors are engines of regional prosperity and national progress. They enable trade, stimulate investment, and provide the foundation for government ambitions to drive sustainable economic growth.

Peel Ports Group is proud to be at the heart of this mission. Our ports have long helped to feed, build and power the nation, and today we continue that tradition while looking firmly to the future.

Sustainable investment is at the heart of everything we do. From modernising our infrastructure to introducing cutting-edge technology, we are building the capacity and capability that Britain's future demands.

That investment drives economic growth; locally, regionally and nationally. Our ports connect businesses to global markets, strengthen supply chains, and create opportunities that ripple across the communities we serve.

Equally important is our commitment to green jobs and a low-carbon future. By accelerating the transition to clean energy and embedding sustainability in every decision, we are helping to create lasting employment that supports both prosperity and the planet.

Looking ahead, we will continue to embrace technology and innovation as powerful tools, while grounding ourselves in our commitment to environmental stewardship and to the people and communities we serve.

This report outlines how we are turning those priorities; investment, economic growth and green jobs into action. Together with our partners, we are ready to shape a thriving, sustainable maritime sector that delivers for the UK today - and for generations to come.

We stand ready to play our part in supporting projects that drive sustainable growth for trade, creating jobs and advancing a greener energy future for the UK.



Claudio Veritiero

Chief Executive Officer, Peel Ports Group





Power and potential untapped.

The maritime sector is integral to the United Kingdom's heritage and a critical pillar of the modern economy. It underpins employment, advances technological innovation and enables the flow of trade across the UK and Ireland.

Despite these strengths, substantial untapped potential remains.

This whitepaper outlines how, by working together, the sector and UK Government can truly unlock that opportunity through 4 key themes;

1. Unlocking economic growth through investment
2. Creating skilled, sustainable and valued jobs
3. Redesigning cargo flow
4. Utilising ports as energy and decarbonisation hubs

- Ports are critical national assets that drive economic growth by facilitating trade, attracting investments and accelerating the delivery of infrastructure for emerging industries, clean energy and resilient supply chains - an importance recognised in the Governments' 2025 National Policy Statement for Ports.
- Ports sustain and create high-quality employment both directly and throughout the wider economy. Government strategies consistently identify the sector as a catalyst for local job creation, skills development, and long-term prosperity in coastal and regional communities.
- Ports play a pivotal role in achieving regionally balanced and sustainable growth. They help level up the economy, support the decarbonisation of supply chains, and extend economic opportunity to every part of the United Kingdom.

£2.67

Generated in UK GVA for every £1 contributed directly by the ports industry.

800,000

Jobs supported by port sector.

95%

of all UK trade by volume, moves through UK seaports.

£29bn

GVA from port sector.

51%

How much more productive the UK port workforce is compared to the average UK worker.

30%

is how much higher the maritime pay is in comparison to the UK.

c.£430m

Tonnes pass through UK ports each year.

£74bn

Aggregate turnover supported across the wider UK economy by the ports industry.

£37bn

Turnover from maritime sector £10.8bn GVA from maritime sector.

c.£600m

Private capital investment by ports each year.

£500bn

UK global trade facilitated by maritime sector.

£1.7bn

Tax revenues from port sector.

1 Unlocking economic opportunity through investment.

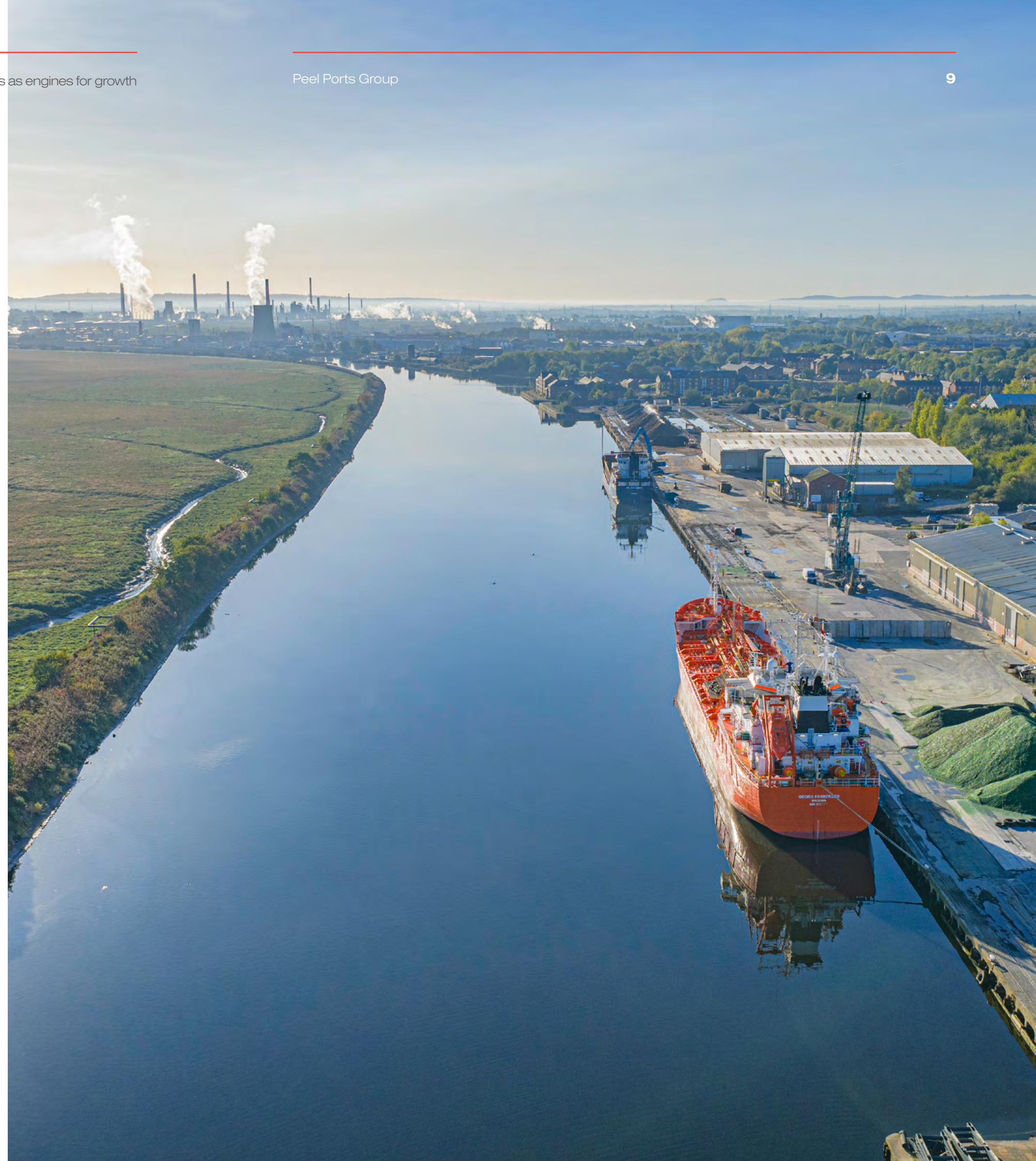
Ports are recognised at the highest level as engines of growth and opportunity for the UK economy.

The government's Plan for Change and the draft revised National Policy Statement for Ports (NPSP, 2025) emphasise that modernising and expanding port infrastructure is essential to unlocking wider private and public investment in Britain's future.

This commitment is reinforced by streamlined planning reforms designed to accelerate project delivery, reflecting the government's ambition to secure the UK's long-term prosperity and global competitiveness. The NPSP explicitly positions ports as critical enablers of sustainable growth and as keystones of government efforts to meet rising trade and energy demands, attract new industries, and instil confidence among investors and local communities.

Ongoing investment across all our sites ensures consistent performance and long-term stability, from upgrading infrastructure and adopting new technologies to strengthening local teams and sustainable practices.

By continually improving each location, we safeguard reliability today and create a resilient foundation for future growth.



Group Investments

Over the last decade our investments across the group have totalled £1.5bn, with a further £1bn planned over the next five years.

Our latest projects include;

£100m Expansion of UK Steel Hub, Liverpool

A £100 million investment will expand the Port of Liverpool steel and metals terminal by 140,000 sq ft, with a second automated terminal planned for Liverpool and a new facility at London Medway. This development enhances the UK's steel supply chain, supports growing demand, and underpins industrial trade.



£25m Ship-to-Shore Crane Upgrade, Greenock

Two 72-metre state-of-the-art cranes at Greenock have cut vessel turnaround times and strengthened Scotland's west-coast container capacity. The project supports transatlantic and Mediterranean trade while aligning with government priorities for resilient, low-carbon infrastructure.



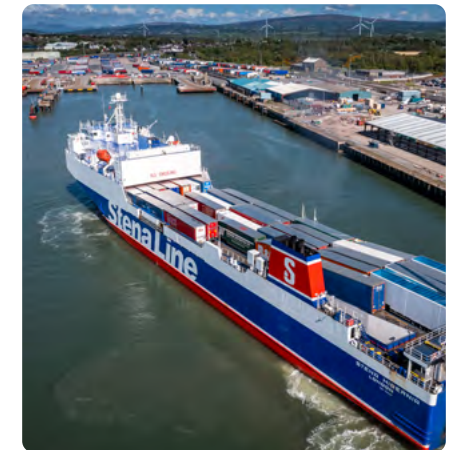
£50m Deep-Water Expansion, Great Yarmouth

The Port of Great Yarmouth is set to receive a £50 million deep-water terminal, including 350 metres of additional quay, a RoRo ramp, a heavy-lift pad, and 10 hectares of reinforced storage. This expansion meets rising demand from onshore and offshore projects and enhances regional competitiveness, trade resilience, and infrastructure capacity.



£10m Modernisation, Heysham Port

Upgrades at Heysham Port, including a trailer park reconfiguration and multi-lane smart gates, enhance freight throughput and operational safety. Supported by 'NewMax' hybrid ferries delivering 40% more capacity, the £10 million project aligns with government objectives to expand logistics efficiency, encourage modal shift, and build resilient, regional transport networks.



Alexandra Dock, Liverpool

Our state-of-the-art 242,000 sqft. facility offers unrivalled advantages for your bulk storage needs. Experience the utmost flexibility with customisable chambers, allowing you to quickly adapt to changes in customer demand and market fluctuations.

Our modern warehouse facility enhances efficiency, reducing stock loss while improving speed to market. With a deep-water quayside berth and extensive terminal resources, we ensure a streamlined logistics solution as your supply chains evolve.



£30m RoRo Berth, London Medway

The new £30 million RoRo berth at London Medway boosts cargo capacity and enables new weekly services to major European markets. Handling 300,000 vehicles annually, along with timber and steel, the berth improves trade resilience and competitiveness, while planned rail integration supports government goals for modernised, low-carbon freight networks.





2 Creating skilled and valued jobs

Sustaining high-quality employment is a key objective in every major government strategy, and the role of ports is prominent throughout. According to government economic assessments, the ports sector supports tens of thousands of skilled jobs directly - across logistics, operations, management and innovation - while underpinning many more across the wider supply chain.

The Department for Transport's 2025 policy statement affirms that port development must contribute to "local employment, regeneration and development," dovetailing with national priorities to build a stronger, more resilient workforce.

Major government investments, such as Freeports and regional skills initiatives, are explicitly designed to harness the employment power of ports, ensuring local people benefit from both traditional maritime careers and fast-growing sectors like renewables and advanced logistics.

Unlocking jobs:

Upskilling and creating opportunities

Creating the opportunity for 5,000 green jobs

Hunterston PARC in Ayrshire is transforming a former coal terminal into a renewables campus hosting green-hydrogen, subsea cable, and large-scale energy-storage projects. The site is set to attract over £3.5 billion of inward investment and create 5,000 highly skilled green jobs.

Future-fit industrial jobs

A 35% rise in steel volumes and a 50% increase in warehousing at the Port of Liverpool - supported by new automated terminals and a planned rail link - strengthen UK manufacturing and construction supply chains. These investments generate specialist roles in operations, technology, and rail.

Multi-Year Construction and Infrastructure Jobs

Through a £750 million, ten-year construction framework spanning Liverpool, Heysham, Clydeport, and Great Yarmouth, Peel Ports is delivering quay walls, bridges, and major marine works. This sustained programme secures long-term employment, supports skills retention and upskilling.

Tourism and Regional Opportunity – Greenock & Liverpool

Strategic cruise-terminal partnerships with Global Ports Holding have driven record passenger numbers and new visitor facilities at Greenock, with further development planned for Liverpool. These projects create skilled jobs across tourism, hospitality, and logistics, demonstrating how smart port investment stimulates wider regional economies and supports coastal community regeneration.

Offshore Wind and Clean Energy – Great Yarmouth

At the heart of the UK's offshore-wind boom, the Port of Great Yarmouth is expanding deep-water terminals and heavy-lift facilities to support projects such as Sizewell C and East Anglia 2. This growth will create hundreds of skilled roles and major supply-chain opportunities, directly enabling the UK's Clean Power 2030 goals and driving green economic development in the East of England.



Real port experiences

Peel Ports Group employs around 2,000 people across the regions where it operates.

- One job directly supported by the ports industry means.
- 6.35 jobs were supported in the broader UK economy.



Technicians



Crane operators



Pilots



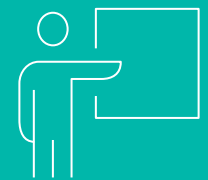
Port police and security



Automation engineering



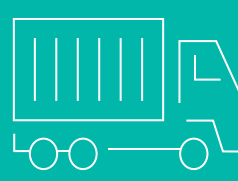
Marine navigation



Business management



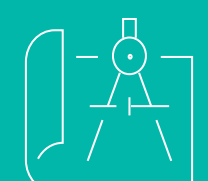
Sales and commercial



HGV and drivers



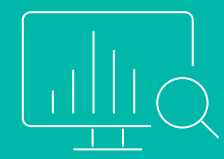
Legal and financial



Planning and property management



Health, safety and environment



IT analysts



Marine Biologist

6.35 jobs
were supported in the broader UK economy.

1 job
directly supported by the ports industry means.



Real port experiences

Modern ports offer a wide range of skilled career opportunities. Our evolution beyond traditional manual roles creates pathways for on-the-job learning and continuous development, from apprenticeships to lifelong professional pathways.

We have already reached our strategic goal of recruiting 100 apprentices by 2028 and are proud Gold members of the 5% club, which requires that proportion of our workforce to be in 'earn and learn' roles. Additionally, we invest an average of 25 hours per person annually, contributing to over 500,000 hours of training, development and wellbeing each year.



Julie Rimmer
Technology and Automation Transformation Director

Julie joined the group in 2024 with limited experience in the maritime sector, mainly specialising in the AI industry.

"I was able to hit the ground running when I joined, picking up various projects and diving into PPG's new automation and technology programme - Tech365, an initiative designed to modernise all areas of our operations. Ambitious projects like that need a strong team behind them, and I was given the reins to assemble a dedicated team responsible for delivering technology that improves the way we work - making our operations more efficient, our ports safer, and helping the business grow."



James Loughman
Lead Trainer, Peel Ports Dublin

Before becoming a trainer in 2019, James worked for 12 years as a dock worker, operating cranes, tugs and machinery.

"I like to check in on everyone and see what morale is like among the team. I'm a trained mental health first aider, so I know just how important it is to get on a level with everyone and see what's going on dockside. I'm fortunate that the Dublin team are first rate – there's nothing more rewarding than seeing the team turn around a vessel in record time, everything running efficiently and smoothly as safety guidelines are followed to the T."

Apprentices

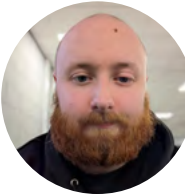


Elizabeth Shaw
Assistant Buyer

Elizabeth recently joined the group, with an apprenticeship complementing her full-time role.

"One of the biggest drivers for me wanting to join Peel Ports was actually the apprenticeship opportunity that was offered alongside the role. I've worked in companies prior where there was always talk of apprenticeship learning but it never quite worked out."

"Here, it was made so easy to begin the course, my managers always make sure I've got time to study and everyone in the team offers such supportive advice. I know at Peel Ports, I have the best of both worlds with both earning and learning"



Nick Norris
IT Apprentice

"Every day, with how big this business is – you learn something new. An issue will pop up that you've never seen before but you can work through it with the team and add to your repertoire of skills. It might then not come up again for 6 months, but when it does – you'll be ready!"

"I initially came into the company knowing not much about IT at all! Thankfully, in a business like this, that was far from being to my detriment – As an apprentice, it ensured I could be trained from the ground up and learn everything I needed at the right pace."



Kieran Sait
Engineering Supervisor

12 years after completing his apprenticeship, Kieran continues to up-skill himself.

"Learning 'hands-on' was always the big thing for me. I knew I wanted to be an apprentice as it was the path that would give me the academic qualifications whilst still interacting with real tasks and individuals who had years or even decades of experience."

"Now that I've got that practical experience, I want to continue upskilling myself in any way I can. I've recently enrolled on a mechanical engineering degree at university so once again, I'm classed as an apprentice all these years later!"

3 Redesigning cargo flow



The UK's freight model is inefficient and overly reliant on congested southern road networks. More than **90%** of deep-sea containers enter through South-east ports, yet around **60%** of those goods are bound for the Midlands, the North and Scotland. This imbalance drives congestion, inflates costs, raises emissions, and limits regional productivity.

The Economic Case for Change

A smarter, multimodal approach; integrating rail, road, sea and inland waterways - can cut mileage and carbon while boosting growth and resilience.

Moving containers through the Port of Liverpool **saves about 200 road miles per journey** compared with southern routes, lowering HGV traffic, fuel use and emissions.

Rail freight emits up to **76% less CO2** than road and, with targeted investment, could remove millions of lorry journeys each year.

Projects such as the Liverpool-Manchester Railway, forecast to add £90 billion to the North-west economy by 2040, show the catalytic impact of linking ports, logistics hubs and industrial zones.

Unlocking Underused Assets

The UK's rivers, canals and estuaries remain a largely untapped freight resource. To unlock their potential, government and industry must deliver:

- A national target for water-freight growth
- Planning reform to safeguard and expand critical infrastructure
- Targeted investment in strategic sites such as Port Salford in Manchester

A System-Wide Strategy

Policy has too often focused on isolated bottlenecks rather than the network as a whole. A joined-up, multimodal freight strategy - treating road, rail and water as a single integrated system - is essential to rebalance the economy, decarbonise logistics and build a stronger, more connected UK.

CARGO FLOW & THE ECONOMY

It is time to cut road miles. Let's get goods in closer, by sea.

Port traffic analysis highlights the need for improved transport connectivity in local regions through better enhanced efficiency in freight movement. Utilising regional ports rather than southern hubs shortens cargo journeys, reducing travel time and congestion.

This approach provides efficiency at every level and contributes to net zero goals.

Currently, 70% of port throughput relies on road haulage, which requires significant investment to alleviate congestion and reduce HGV hours. While road transport will remain an essential part of the logistics mix, there are substantial growth opportunities in rail freight and coastal shipping, which can further decrease road traffic and emissions.

For example, using the Port of Liverpool for container traffic in the North West, saves approximately 200 miles per journey compared to southern ports. A benefits analysis of modal shift from road to rail for containers between Liverpool and Scotland/Midlands:

Cut carbon, choose closer
Move smarter from Liverpool for lower emissions.



| | Road miles | Rail miles | Road kg CO2 | Rail kg CO2 |
|----------------------------|------------|------------|-------------|-------------|
| Liverpool - Trafford Park | 37 | - | 58.81 | - |
| Felixstowe - Trafford Park | 250 | 260 | 397.38 | 36.10 |
| Liverpool - EMG* | 105 | 110 | 166.90 | 57.58 |
| Felixstowe - EMG* | 165 | 150 | 262.27 | 78.52 |

* EMG - East Midland Gateway



4 Energy Transition Hubs



UK ports play a critical role in supporting the government's energy agenda, especially as the UK transitions to net zero and works to strengthen energy security.

They are enablers of the clean energy transition, energy security, and economic growth. They provide the infrastructure to deploy offshore renewables, sustain oil and gas during transition, and support hydrogen, CCS, and green shipping.

Great Yarmouth

Positioned at the heart of the world's largest offshore-wind market, Great Yarmouth is a critical hub for the UK's clean-energy transition. Decades of experience in offshore operations, maintenance and construction underpin its role in flagship projects such as Dudgeon, Galloper and East Anglia ONE. Enterprise Zone status and available land support continued investment to accelerate renewable generation and grid-scale expansion.



King George V (KGV)

KGV on the River Clyde provides direct access to deep water and Scotland's engineering base, making it an ideal site for offshore-wind assembly, maintenance and installation. Building on a strong track record importing and handling turbine components for onshore wind, the dock is ready to serve the next wave of large-scale offshore developments and low-carbon maritime operations.



Hunterston

With some of the UK's deepest waters and 300 acres of redevelopment land, Hunterston PARC is designed as a flagship energy-transition campus. Current plans include offshore-wind turbine fabrication and assembly alongside complementary green-energy industries such as hydrogen, subsea cables and large-scale storage, positioning the site as a key driver of national decarbonisation and resilient, low-carbon supply chains.





Hunterston PARC

Scotland's Energy Revolution

A once-in-a-lifetime opportunity to boost the UK's energy transition efforts.

As a key player in the blue and green economies, Hunterston PARC is poised to revolutionise the UK's energy landscape. This former coal-handling port in North Ayrshire is transforming into a cutting-edge hub for offshore wind component manufacturing, set to create thousands of jobs, drive sustainable investment and foster innovation.

The potential cornerstone for Great British Energy

Hunterston PARC can deliver alongside the principles of GB Energy. It can boost Britain's energy security by fast-tracking offshore wind developments and deliver cheaper energy bills for families and businesses across the UK.

As one of the UK's first offshore wind base component manufacturing site for the construction of key elements such as foundation structures, jackets, turbine assembly, HVDC cable manufacturing and other associated activities. It will create thousands of new quality jobs, here in the UK, and support the development of UK supply chains across a variety of sectors.

Hunterston's partners can deliver a major hub for innovation and new technology which can be grown at scale, with the potential to benefit wider industry sectors and local communities for generations to come.



Where next?

Realising the potential of UK Ports

At Peel Ports Group, we are committed to helping deliver outcomes that create shared value. We have aligned our priorities with key government missions, focusing on areas where we can most effectively support the UK's ambitions for economic growth, sustainability and opportunity.

Invigorating economic growth

As a major multimodal logistics operator spanning road, rail, canal and sea, we strongly support a more ambitious approach to transport infrastructure investment. While current government action on freight and rail is welcome, further investment is needed to tackle long-standing imbalances — between passenger and freight priorities, and between the South and North of the UK.

We welcome the government's recognition of ports as strategic international gateways, as set out in the updated National Policy Statement for Ports.

New infrastructure commitments, alongside improved permitted development rights and strategic cross-boundary planning, are steps in the right direction. Further harmonisation with devolved administrations, however, would enhance consistency and clarity.

Peel Ports Group is ready to work with government to unlock further funding, improve productivity, and attract private sector investment to drive innovation and job creation through stronger public-private partnerships.

Investing in the UK as a clean energy superpower

Ports can play a major role in reducing carbon emissions and improving national productivity. We welcome government commitments to resilience and net zero, particularly where they encourage collaboration with business and targeted public investment.

One clear opportunity lies in accelerating the deployment of ship-to-shore power systems, which allow vessels to plug into clean electricity while berthed — a practical step towards greener operations. A stable, predictable tax environment will also be essential to support long-term investment in carbon-reducing infrastructure.

We are keen to engage in shaping fiscal policies that incentivise sustainable growth and enable businesses to plan with confidence.

Break down barriers to opportunity

Ports and the wider maritime sector have a vital role to play in delivering jobs, skills and economic inclusion. We are committed to expanding vocational training and creating pathways into high-quality employment, particularly in emerging green logistics and supply chain roles.

We stand ready to collaborate with government on clear performance measures aligned with its national missions, particularly around regeneration, job creation and private investment. These shared metrics will help demonstrate the impact of the private sector in advancing broader goals, including improved health, wellbeing and opportunity across communities.

Peel Ports Group in numbers



>£1.5b

invested over the last 10 years



215,000

vessel movements per year



70m

tonnes of cargo every year



c2,000

employees across the group.



50,000

hours of training, professional development and personal wellbeing each year.



100+

active apprenticeships.



14%

UK market share.



7 ports and 24 terminals

strategically located across the UK and Ireland.



NET ZERO
2040

Net Zero across our operations by 2040.



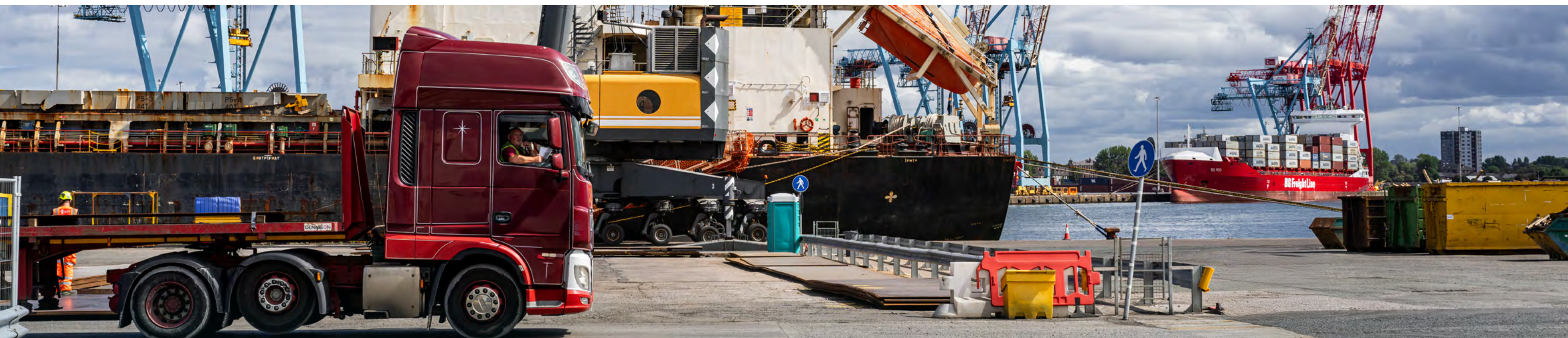
c43%

reduction in scope 1 and scope 2 emissions since 2020.



5% club

meaning we are committed to having 5% of our team in earn-and-learn positions.



LEADING THE WAY

Our own net zero journey

At Peel Ports Group, sustainability is at the heart of all we do. As one of the UK's largest port operators, and a major employer in the areas where we operate, we are fully aware of the role we need to play in driving a sustainable agenda.

On an environmental front, we've made an industry-leading commitment to become a net zero port operator by 2040, ten years ahead of UK government targets. Since then, and just in the last three years, we have reduced our operational Scope 1 and 2 emissions by over 40%.

Our approach and leadership in this area has been widely recognised by peers with a raft of industry awards and accolades.

NET ZERO
2040

**ENABLING
THE FUTURE**

2020

Electric vehicles introduced, upgrades to LED lighting begin

2021

Trials of electric power for plant machinery.

2022

Diesel vehicles replaced with 100% electric and biodiesel.

2025

Replacement to green electric use scheme which has an emissions factor of half the grid average.

2030

67% reduction in fuel consumption.

2035

Replacement of all gas usage and transition to electric or lower carbon fuel sources.

2040

Net Zero Organisation.



Group locations

Clydeport

Clydeport Head Office
16 Robertson Street
Glasgow
G2 8DS

Dublin

South Bank Quay Container
Terminal
Pigeon House Road
Ringsend
Dublin 4

Great Yarmouth

Vanguard House,
S Beach Parade,
Great Yarmouth
NR30 3GY

Heysham

Port of Heysham Head Office
Heysham Port
Heysham
LA3 2XF

Liverpool

Port of Liverpool Head Office
Maritime Centre
Liverpool
L21 1LA

London Medway

London Medway Head
Office
Archway House
Sheerness Dock
Sheerness
ME12 1RS

Manchester Ship Canal

Manchester
UK

Head Office

Maritime Centre
Port of Liverpool
Liverpool
L21 1LA



