

ZERO IN

WITH THINKZERO

A World of Sustainability

In this Issue:

Blue Carbon & the Ocean COP
The Great Barrier Reef Authority
Is Your Portfolio Paris-Aligned?



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BLUE CARBON & THE OCEAN COP

AUSTRALIA AND THE PACIFIC ARE READY TO LEAD AN OCEAN COP – COP 31, IN 2026

If COP30 is shaping up to be the Rainforest COP, then should Australia's joint bid with Pacific Island nations be successful, COP31 must be the Ocean COP.

With the world's attention turning to the upcoming decision on the 2026 UN Climate Conference host, Australia and our Pacific neighbours are uniquely positioned to elevate one particular aspect of the world's climate response: the ocean.

Blue carbon ecosystems — mangroves, seagrasses, tidal marshes — are some of the planet's most powerful natural allies in the fight against climate change. They sequester carbon up to four times faster than terrestrial forests, protect coastlines from storm surges, and support biodiversity that feeds hundreds of millions globally. And yet, their contribution to climate mitigation and adaptation remains largely absent from many of the world's most important climate pledges: Nationally Determined Contributions (NDCs).

COP31 provides the perfect platform to bring oceans to the centre of the global climate agenda. Hosting the COP in Australia — a continent surrounded by ocean, home to the Great Barrier Reef and a regional partner to some of the world's most climate-vulnerable island nations — would signal a step-change in ambition.



Australia has already shown leadership in this space through the International Partnership for Blue Carbon and marine science innovation. But our current NDC does not yet reflect our leadership in this space. Nor do most others. A Pacific-hosted COP could catalyse the integration of blue carbon ecosystems into NDCs worldwide, unlocking finance, conservation, restoration — and, at the very least, awareness — at scale.

This is not just about carbon. Many would agree it's also about justice. Pacific nations have contributed least to climate change but face its most immediate consequences. Elevating ocean-based actions through a COP31 held on their terms would amplify the voices of communities who know — and protect — the ocean best.

If successful, Australia and the Pacific should seize the opportunity. Let COP31 be the Ocean COP — a turning point for ocean-based climate action.

ZERO IN ON GREAT BARRIER REEF AUTHORITY

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ThinkZero partnered with the Great Barrier Reef Marine Park Authority (Reef Authority) to deliver tailored training — a milestone in supporting the Reef Authority's organisational readiness for climate leadership, emissions reduction, and emerging disclosure expectations.

Designed collaboratively through a pre-session Learning Needs Assessment (LNA), the training was customised to reflect the Reef Authority's unique environmental stewardship, policy influence, and role in leading blue carbon science. Topics ranged from climate risk to reef adaptation to climate change — all contextualised for marine ecosystems and the Reef Authority's Net Zero 2030 target.

What set this session apart? ThinkZero appreciated the active, full-day engagement of the Reef Authority executive team, including CEO Josh Thomas and COO Jameelie Fletchett.

Their participation sent a clear signal: climate action is a strategic priority for the Reef Authority and its stakeholders.

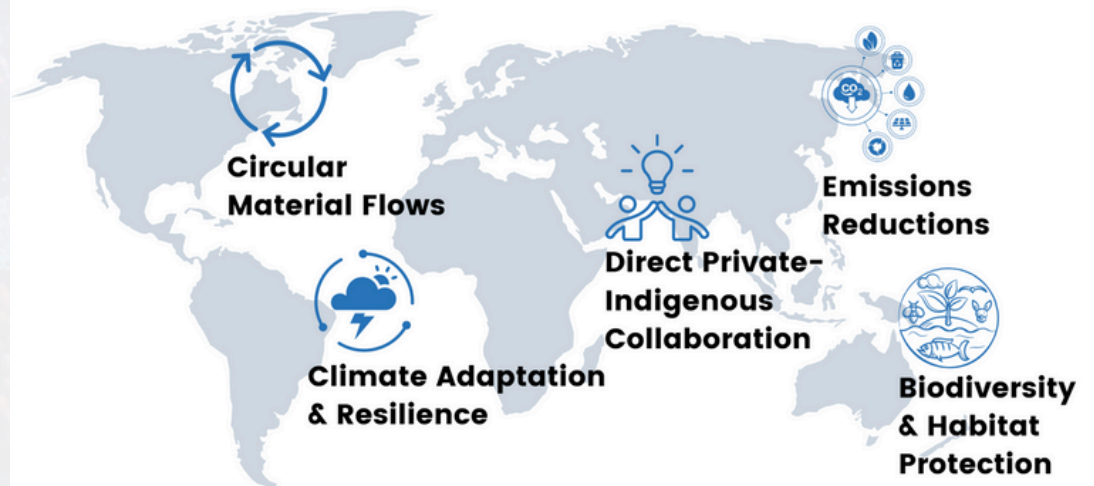
We were especially grateful to Director of Business Operations Sascha Thyer, who anchored the session with insightful Reef Authority case studies — from rooftop solar and EV adoption to temperature setpoint optimisation and the Crown-of-Thorns Starfish control program. These examples grounded the learning and celebrated the great work already underway.

ThinkZero is proud to be supporting the Reef Authority in building internal capability, clarifying carbon concepts, and embedding action through policy. We look forward to future collaborations — particularly as the Authority works towards a holistic approach to organisational and ecosystem sustainability.

PORTSIDE PRIORITIES

WHY MARINE AND MARITIME ORGANISATIONS
ARE IMPORTANT FOR SUSTAINABILITY

INTERSECTING PRESSURES AT PORTS



From Circularity to Biodiversity, These Blue-Zone Actors Are Pivotal for the Transition

At ThinkZero, we work with organisations that sit at the intersection of land and sea — from major port authorities and export terminals to marine park regulators and coastal planners. Clients like Dalrymple Bay Coal Terminal, Port of Brisbane, and the Great Barrier Reef Marine Park Authority (GBRMPA) show us that marine and maritime organisations aren't just logistics hubs or environmental stewards — they are gateways to sustainable systems change.

Global Gateways to the Circular Economy

Ports are the material lungs of the global economy. They facilitate the flow of resources, goods, and waste across borders. This makes them essential actors in a circular economy, where the goal is not just efficiency, but resource regeneration and value enhancement.

From rethinking the types of materials that move through their gates to enabling reverse logistics, port authorities can influence entire supply

chains to shift toward circular practices. Many are now exploring low-impact infrastructure, waste valorisation, and sustainable procurement as foundational steps.

Coastal Zones are Biodiversity Hotspots

Ports and marine parks are often either embedded within or adjacent to critical ecological zones. These areas are home to coral reefs, mangroves, seagrass meadows, and salt marshes, which support complex marine biodiversity and serve as nurseries for commercial and non-commercial species.

But increased coastal development, shipping activity, and waterway dredging can possibly threaten these ecosystems. That's why marine organisations are now taking steps to balance operational demands with ecological restoration, nature-positive outcomes, and Indigenous knowledge systems.

Blue Carbon is a Biodiversity & Climate Opportunity

Marine ecosystems aren't just biologically rich — they're also powerful carbon sinks. Mangroves and seagrasses store more carbon per hectare than most terrestrial forests, making them central to both climate mitigation and biodiversity protection.

Many clients at this interface are now exploring the potential for blue carbon markets, credits, and reporting mechanisms, not just to meet emissions goals, but to unlock co-benefits for habitat health and resilience.

Many Climate Impacts Hit the Coastline First

Sea-level rise, storm surge, infrastructure vulnerability, coral bleaching, and shifting marine habitats — these are not distant threats. They're already happening within port limits and reef systems worldwide.

That's why marine and maritime organisations are prioritising climate adaptation strategies alongside mitigation. This includes risk modelling, climate-resilient infrastructure planning, and regional scenario analysis.

ThinkZero has supported clients in developing climate governance models and future-proofing their procurement, operations, and stakeholder engagement plans in response to these risks.

Global Industries, Local Stewardship

While international shipping is regulated globally (and currently excluded from the Paris Agreement), the responsibility for environmental stewardship is often local.

Port and marine organisations are now stepping up. They are embedding sustainability into operations, launching biodiversity partnerships, and reshaping procurement policies to favour low-impact, climate-conscious contractors. Some of our clients have already committed to exploring climate-related criteria in contracts for maritime fieldwork.

What's Next?

As marine ecosystems face intensifying pressures, and coastal infrastructure takes on new relevance in a warming world, port and marine organisations have a strategic role to play in advancing sustainability at scale.

They can:

- Enable circular material flows
- Conserve biodiversity and habitat
- Model climate adaptation and resilience
- Influence emissions beyond their boundaries
- Convene public, private, and Indigenous actors across systems

At ThinkZero, we're proud to support these organisations as strategic partners — not just in decarbonisation, but in the design of regenerative, circular, and inclusive coastal futures.

Want to explore circularity, biodiversity, or climate strategy for your port or marine organisation?

We'd love to collaborate. Reach out to: advisory@thinkzero.co

ZERO IN ON DALRYMPLE BAY COAL TERMINAL (DBCT)

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DALRYMPLE BAY
COAL TERMINAL
PTY LTD

ThinkZero is pleased to have supported Dalrymple Bay Coal Terminal (DBCT) to deliver climate and sustainability capability building for 46 employees – ranging from frontline supervisors to senior executives. The session was part of DBCT's broader commitment to future-ready operations, and compliance with Australia's evolving climate disclosure obligations.

Together, we addressed global and national climate context, emissions accountability, carbon markets, risk, and regulatory change – all in a process and format designed to 'pitch at the right level', and be highly accessible to both industrial and operational teams and executives.

Feedback from DBCT on our engagement workshop was overwhelmingly positive. It was described as "extremely useful," and "presented in a masterful way."

Through this engagement, DBCT's people have advanced their readiness across all five pillars of the European Commission-endorsed Sustainable Leadership Model, building foundational literacy in carbon and climate strategy.

The session also acknowledged DBCT's strong internal ESG and sustainability capability under the leadership and hard work of Ricci Churchill, Sarah Ballard, and Phoebe White, among others.

We're proud to support DBCT in strengthening its awareness of sustainability and climate action in the industrial and export sectors, and look forward to future collaborations in this space.

‘PARIS-ALIGNED’: MORE THAN WORDS

HOW A LEARNING TOOL SHIFTED THE MINDSET OF FINANCE AND RISK LEADERS

What does it really mean to be "Paris-aligned"? Is it a net zero promise? An ESG screen? A slick impact report?

During some of our climate risk advisory engagements in the Caribbean, ThinkZero introduces participants to PACTA: the Paris Agreement Capital Transition Assessment.



This open-access tool allows investors and asset owners to test whether their portfolios are aligned with sectoral decarbonisation pathways consistent with the Paris Agreement's goal.

For most, it is their first time engaging directly with transition alignment tools.

And for many, it is an eye-opener.

In one breakout discussion, it was clear these weren't just technical learnings — they sparked strategic reflection. For example, what does "Paris-alignment" look like in a Caribbean context? In an insurance or investment portfolio tied to hurricane-prone regions? For institutions managing long-term financial resilience and social mandates?

What the Tool Revealed

The tool revealed what many intuitively suspected — sometimes, even portfolios that appear credible in ESG terms may still:

- Overexpose insurers to high-carbon sectors
- Underinvest in transition solutions such as renewables, alternative transport, or more sustainable construction
- Lack meaningful climate scenario analysis that accounts for real-world volatility.

Using anonymised case examples, the clients experiment with simulated portfolios across multiple sectors — comparing current exposure to Paris-aligned benchmarks for the next five years. They see how investment choices can either support or undermine long-term global temperature goals.

The Takeaway: It's Not Just Optics

But the takeaways aren't all doom and gloom. It is also empowerment. By the end, the client leaves with a deeper understanding of:

- How sectoral alignment works (e.g. in automotive, energy, cement)
- The relationship between divesting and decarbonising
- Why action and stress-testing capital allocation matters more than slogans

ThinkZero does not provide financial advice. But, we receive consistently positive feedback about our approach to learning and development – capability building – for corporate entities. This experience is no different.

Strictly for awareness and learning purposes, in a region like the Caribbean, which is especially vulnerable to physical climate risks – from hurricanes to sea-level rise – tools like PACTA offer more than compliance. They offer insight, as well as some answers to hypothetical 'What If?' scenarios about an organisation's portfolio, and offer a path to climate-aware insight and decision-making.

From Hypotheticals to Meaningful Insight

As climate-linked risks grow in both intensity and frequency, tools like PACTA offer a structured way to test assumptions and prepare. They also challenge the idea that "doing good" is enough – and show where ESG language may outpace actual sectoral alignment.

The experience reminds participants that alignment isn't a label – it's a set of decisions:

- What we invest in
- What we transition out of
- Whether our strategy actually holds up to climate scenario stress-testing



What Happens Next

ThinkZero is supporting institutional clients across emerging and developed markets to:

- Simply understand what PACTA is (and other tools), and help translate into their own contexts
- Embed Paris-alignment language and reviews into investment committee and/or climate governance processes

In short, alignment isn't just a statement – it's a strategy, involving multiple pathways. This project reminded us that you can't manage what you haven't modelled.

ThinkZero will continue to integrate these alignment tools into advisory and learning formats across regions – not as a diagnostic, but as a conversation starter. Because the path to alignment isn't just technical – it's relational, political, and practical.

Simply for the purposes of insight and awareness (and a bit of fun!), would you like to explore how aligned your portfolio really is?

Contact us at advisory@thinkzero.co to schedule a PACTA-powered learning session.

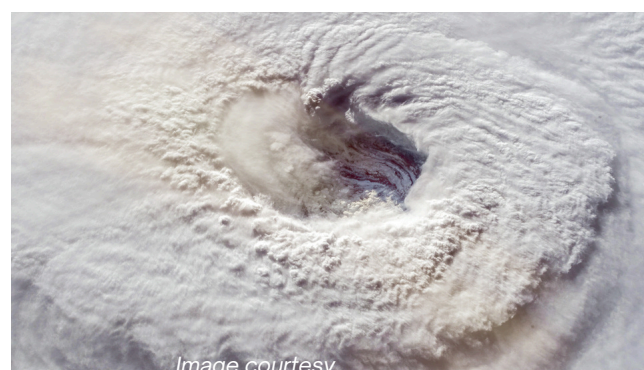


Image courtesy



ThinkZero worked with two key sub-groups of the NCB Financial Group (NCBFG), Guardian Group and NCB – among the Caribbean's most prominent financial and insurance services providers – to deliver a tailored advisory session on climate-related risk and sustainable portfolio alignment.

This forward-looking engagement was designed to equip executive and functional leaders with the tools and insights needed to navigate the evolving climate risk landscape.

With the financial sector facing growing regulatory pressure and climate volatility, the engagement focused on integrating climate risk into governance, capital allocation, and decision-making frameworks.

The work explored key topics such as:

- Climate scenario analysis, backcasting, and stress-testing
- The implications of net-zero targets for insurers and asset owners
- The role of internal carbon pricing and risks associated with greenwashing

A key moment was a workshop where participants had the opportunity to discuss climate-related physical and transition risks relevant to their organisation, specific adaptation and resilience considerations, and mitigation pathways for their organisation and roles within the Caribbean region. While much of the work focused on risks, opportunities surfaced as well. This reinforced a key insight: climate alignment is both a risk management imperative and an opportunity.

The financial institutions' leadership, risk, finance and investment teams engaged deeply throughout – surfacing challenges and opportunities unique to the Caribbean. It also laid the foundation for more advanced work including internal scenario modelling, integration of climate risk into pricing and product innovation, and long-term resilience planning.

As momentum builds toward climate resilience across the region, ThinkZero is proud to provide clarity and support.

ZERO IN ON SHINELLE



“She’s working to build a movement of sustainability-informed and empowered finance leaders across the Caribbean.”

Shaping Corporate Sustainability Leadership in the Caribbean

As Vice President of ESG, Shinelle Grant-Sealey leads the charge on embedding sustainability from operations and investments to products and stakeholder engagement—ensuring that the Group is not only resilient in the face of climate risk, but positioned as a positive force for regional development.

Shinelle recently partnered with ThinkZero to deliver executive climate risk advisory session to a dozen of the Group’s senior leadership team, including the Group Chief Risk Officer. The collaboration reflects both the financial institution’s and Shinelle’s proactive and pragmatic approach to ESG: one rooted in understanding both the regulatory landscape and the real world pressures facing financial institutions in a changing climate.

Bridging Expertise with Impact

Including a combined eight years at PwC, Shinelle’s experience spans advisory roles supporting clients across sectors to navigate regulatory developments, and operational

integration—skills she now applies in her leadership role at the two sub-groups.

Driving Change in the Caribbean

Throughout her career, Shinelle has been a committed advocate for driving sustainable finance, ethical governance, and climate resilience. Her leadership signals a bold step forward for the Caribbean’s financial sector.

Shinelle also contributes to regional policy and corporate action as an active member and Vice Chair of the American Chamber of Commerce of Trinidad and Tobago (AMCHAM T&T) ESG Committee, where she helps steer the Committee’s advocacy, education, and private sector alignment. By embedding sustainability considerations at board level and into operations, Shinelle is helping to redefine what ESG leadership looks like in the region. Her vision is to create lasting impact through capacity building, strong governance, and meaningful partnerships.

We look forward to continuing our work to support NCBFG’s ESG ambitions, and the broader transformation of ESG related finance in the Caribbean.



Remember when ThinkZero partnered with Transurban and the Queensland Department of Transport and Main Roads (TMR) to deliver our very first bespoke Carbon Literacy session? This engagement was a pivotal moment in advancing climate capability within Australia's transport infrastructure sector.

The session brought together professionals from Transurban and TMR to explore the fundamentals of carbon emissions, climate risk, and sustainability strategies.

With the leadership and organisation of Transurban's Luke Mulder, participants engaged in interactive activities designed to deepen their understanding of carbon sources and sinks, and to identify actionable steps toward reducing emissions in their operations.

This initiative aligned seamlessly with Transurban's broader sustainability goals. As one of the first ASX-listed companies to have its 2030 Scope 1, 2, and 3 greenhouse gas emission reduction targets validated by the Science Based Targets initiative (SBTi) at the time, Transurban demonstrated a strong commitment to achieving net-zero emissions by 2050 .

The Carbon Literacy session not only enhanced participants' knowledge but also empowered them to contribute meaningfully to Transurban's sustainability journey.

By fostering a culture of environmental responsibility, Transurban continues to lead by example in the infrastructure industry.

ZERO IN ON RESILIENCE DEVELOPMENT INITIATIVE (RDI)



ThinkZero has previously supported Indonesia's Resilience Development Initiative (RDI) to deliver a transformative energy, waste and climate change program in Jakarta. This initiative, part of the RDFact project, was generously funded by Australia's Department of Foreign Affairs and Trade (DFAT).

Led by Dr Cle-Anne Gabriel, the program aimed to build capacity – to enhance climate capabilities and sustainable energy empowerment among key stakeholders in Indonesia's waste and energy sectors. The program featured insights from experts, including representatives from KADIN Net Zero Hub, WRI Indonesia, and Waste4Change.

The program emphasized the importance of sustainable business practices, circularity, carbon markets, and emissions tracking, drawing on Australia's own as well as several other



regional successful sustainability initiatives.

This collaboration exemplifies ThinkZero's commitment to building climate capability and supporting organizations in their sustainability journeys. By fostering knowledge and empowering stakeholders, ThinkZero contributes to a more sustainable and resilient future for all.

CAN PROCUREMENT BE A TROJAN HORSE FOR SUSTAINABILITY?

WHY THIS OVERLOOKED FUNCTION COULD BE THE ESG AND SUSTAINABILITY LEVER WE'VE BEEN WAITING FOR

At ThinkZero, we're seeing a powerful shift during our conversations with clients: procurement is stepping into the ESG spotlight. Previously regarded as a cost control function, procurement is now emerging as a strategic ESG actor for some of our clients — one that can turn sustainability ambitions into operational levers.

In recent strategy sessions delivered by ThinkZero to Chief Procurement Officers (CPOs) and Chief Finance Officers (CFOs) through platforms like Procurious, one question keeps surfacing:

"Where do we begin?"

The answer? Contracts.

From supplier questionnaires to embedded emissions and SDGs targets, we've worked with clients to explore how smart procurement practices can influence and drive supply chain engagement with sustainability, and accelerate alignment with Net Zero and ESG goals.

Our work with these leaders — across industries like energy, infrastructure, consumer goods, education, and finance — confirms procurement as a critical function for action.

The shift is subtle but significant.

Some of the most progressive leaders are:

- Requiring carbon reporting as part of vendor performance
- Embedding impact-reducing expectations and sustainability values-alignment into tenders
- Prioritising lower-impact alternatives at the sourcing stage

Rather than relying on after-the-fact emissions, material and natural capital accounting, procurement teams are now aiming to design the most dire eco-social impacts out of products and services at the decision-making stage.

And, to some extent, it's working.

Organisations are discovering that supplier engagement, when paired with credible climate literacy, can result in sustainability and decarbonisation pathways that are both ambitious and achievable — without compromising service or cost efficiency.

On the journey towards a more sustainable future, procurement can be more than just a compliance checkpoint. It might be a Trojan horse for wider systemic change in corporate environments.

Procurement at Sea: How Supply Decisions Ripple Across Oceans

As the scope of procurement's influence becomes clearer, one dimension deserves more attention: the marine impacts of supply chains.

Procurement choices don't just affect profit margins — they influence how materials move, how energy is consumed, and ultimately what pressure is placed on ecosystems along the way.

When Chief Procurement Officers evaluate suppliers, freight terms, and product sourcing, they're also — often unknowingly — shaping:

- Global shipping patterns
- The carbon intensity of transport and logistics
- Waste streams that affect coastal and reef environments
- The demand for high-impact commodities like sand, cement, and certain metals

This is particularly critical for island and reef economies, where shipping channels pass through or near high-conservation-value marine areas.

In Australia, this challenge is pressing. As our economy becomes more accountable for the carbon intensity of imports and exports, there's growing scrutiny on freight emissions.

As sustainability regulations tighten, these "hidden" flows — of materials, energy, and decisions — will become climate and ESG issues in their own right.

These insights come from strategy sessions with leaders across industries shaping Australia's economic and trade landscape. The conversations are shifting. Procurement is a strategic driver of value and resilience across complex supply chains.

How ThinkZero is Making Waves

That's why, at ThinkZero, we're doing what little we can — where we can — to support leaders who want to understand these ripple effects and design smarter systems for procurement and sustainability. Across Australia, the Caribbean, and the UAE, we're working with executives to reshape how strategy connects to supply — and how those decisions echo across coastlines, communities, and sustainability plans.

From reef strategy to procurement transformation, this issue of Zero In has travelled across regions and sectors to spotlight the connective tissue between sustainability ambition and action.

What ties these stories together is a simple belief: bold change happens when strategy meets systems. Whether on coastlines or in boardrooms, we're proud to play a small part.

WHERE THINKZERO IS MAKING WAVES



TWO TIDES

BY KEVIN KANE

MACKAY, QUEENSLAND, AUSTRALIA

Our reef won't survive
There's no way
We can't turn the tide
I've stopped hearing
Natural systems can hold the line
I've said too often
Communities can lead
I know them well
They're tired, fractured, losing heart
Hope is slipping
Faster than the coral fades
I no longer think that
Stewardship changes anything
We are too late
It's not true that
What we leave behind will be enough
So don't tell me
But our legacy can be one of care
We forgot what mattered most
We ignored our responsibility
We broke what we were meant to protect
They say

NOW READ THIS FROM THE BOTTOM TO THE TOP

BEFORE OUR NEXT ISSUE

Q1 2026 (ONLINE & THINKZERO HQ)

PORTS AND MARINE ORGANISATIONS:

We want to hear from you – tell us how we can help you achieve your sustainability goals.

Q1 & Q2 2026 (ONLINE)

INCOMING SPECIAL ISSUES:

- Q1 – International Day of the Girl: Highlighting girls and young women at the heart of energy and sustainability
- Q2 – ‘Made in Australia’: An entire Issue with stories about the work ThinkZero is doing with Australian small businesses in Q1 2026

WHEN YOU'RE READY:



CONTACT US

- Ask us about the global [“Implementing ESG Strategy” program with Harvard Business Publishing](#)
- Ask us about our ThinkZero Greenwashing Risk Assessment©
- Ask us how we can support you as a port or marine organisation

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