

Toll 2021 Sustainability Report



TOLL

Toll 2021 Sustainability Report

About this report

This report covers Toll Group sustainability performance from 1 April 2020 to 31 March 2021, being the Toll Group financial year (FY21). This report was developed with reference to the Global Reporting Initiative Standards 2016 (see index p. 48). Our approach to sustainability reporting focuses on material issues and aims to be balanced, transparent, timely and relevant. Unless otherwise stated, disclosures cover Toll Holdings Limited and the entities it controlled during the financial year. The Global Express division, which was scheduled to be divested in August 2021, remains included in the data for this reporting period.



Contents

Statement from MD	4
FY21 performance at a glance	5
Overview of business	6
Our stakeholders	8
Our material topics	9
Financial performance	10
Our approach to taxation	11
Customer satisfaction	12
Governance	14
Governance structure	14
Anti-bribery and corruption	15
Cyber security and privacy	17
Crisis management	19
Responsible and sustainable supply chain	20
Advocacy, policy and government relations	21
People	22
Employee health, safety and wellbeing	22
Labour relations	26
Talent attraction and retention	27
Diversity and inclusion	28
Training and development	29
Environment	30
Energy and greenhouse gas emissions	30
Climate risk and opportunity	34
Environmental management	39
Resource and waste management	40
Community	41
Community health and safety	41
Community impact and engagement	42
Indigenous engagement	43
Data tables	44
People	44
Health and safety	46
Greenhouse gas emissions	47
Appendices	48
GRI index	48

Statement from MD

At Toll, we move the businesses that move the world. We are proud of the vital role we play in supporting communities and powering economic growth. With clear global shifts in community sentiment and expectation, we understand and firmly believe that sustainability and business success are closely connected.

Our customers, employees, and communities rightly expect us to do what we can to make a positive contribution towards a more sustainable future. As a leading transport and logistics company with operations across Asia Pacific, Europe and North America we recognise the role we have to play.

Safety will always be our top priority. Our 'Safety Obsessed' strategy continues to deliver improvements in our safety performance with continued year-on-year reductions in incidents and injuries. COVID-19 was the great disruptor of FY21 and will continue to impact businesses and communities for some time. Our teams across the globe implemented measures to keep our people and customers safe, which to date, have helped us to achieve zero workplace transmissions.

The pandemic is far from over and continues to test our resilience. The impact of COVID-19 has also shone the spotlight on mental health, and our safety approach continues to evolve to focus on supporting the mental health of our people through awareness, support programs and education.

As a global organisation, we are committed to the highest standards and working conditions for workers in developing countries. We have established our Environment, Social and Governance frameworks to ensure that we operate ethically and with integrity in all markets in which we operate. Our Whistleblower Policy and Modern Slavery and Anti-Human Trafficking Policy are two key areas that outline our commitment to ethical business practices in our operations and supply chains.

Diverse teams contribute to a strong culture and helps ensure our business remains successful. Our vision is to support a diverse and inclusive organisation where differences are valued. The management of these issues is intrinsically tied to talent attraction and retention.

Climate change presents an urgent challenge for all businesses. As a player in one of the biggest emitting industries, Toll is actively partnering with regulators and industry to find new solutions and technology to reduce our footprint.

When I think about where Toll is on our sustainability journey, I am reminded of the adage "what gets measured gets done". We have spent the past 12 months gathering data to understand our position and baselines. This tells us that we have made good progress over the past five years and that inspires us to do even better.

In 2021, we'll continue collating strong metrics to further understand our impacts, measure our progress and offer transparency in our reporting. Longer-term, this information will help us partner with our customers to reduce our carbon impact.














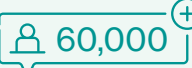

However, this doesn't mean we can afford to wait for the outcome of that data gathering exercise to take action. We will, with urgency, continue striving to make improvements, reduce our environmental footprint, and contribute to communities and areas where our work will have the greatest impact.

We are proud to demonstrate our commitments and actions through this sustainability report.

Thomas Knudsen
Managing Director
June 2021



FY21 performance at a glance

 <p>66 million parcels delivered</p>	<p>17% in revenue to \$9.1 billion</p> 	 <p>140%↑ in Asia revenue</p>	 <p>6.4 billion litres fuel delivered</p>	<p>43,000 hours cyber security training</p> 
 <p>93,000 ↑ MyToll users</p>	<p>51% growth in ecommerce volumes at Sydney retail fulfillment centre</p> 		<p>Record 490 airfreight charters</p> 	<p>3,000 Toll Ambulance Rescue helicopter missions</p> 
 <p>\$29 million in procurement savings</p>	<p>Working capital \$380 million</p> 	<p>23% ↓ Critical Incident Frequency Rate</p> 	<p>60,000 new members joined Toll's social community</p> 	<p>Launch of global training platform 2,000 courses</p> 



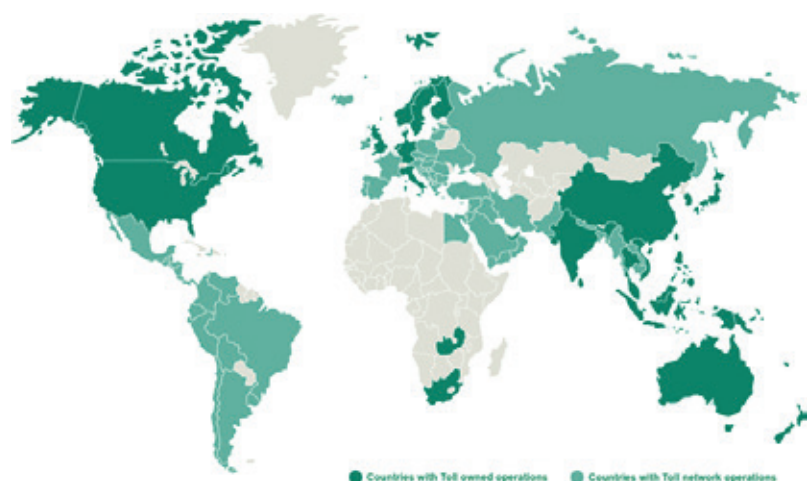
Overview of business

Founded in Newcastle, Australia, in 1888, Toll Group operates an extensive global logistics network across 1,200 locations in more than 50 countries, with over 40,000 employees. We have direct operations in 26 countries, with strong agent partnerships in countries where we are not directly present. We provide a diverse range of transport and logistics solutions covering road, air, sea and rail to help our customers best meet their global supply chain needs.

Toll Holdings Ltd is an Australian public company, 100% owned by Japan Post Co., which is majority owned by the Japanese Government and listed on the Tokyo Stock Exchange.

We operate a full range of logistics and transport solutions – from warehousing and freight forwarding to express parcel delivery and project logistics.

Whether we need to provide warehousing in India, shipping from China to Europe or express parcel delivery around the Sydney CBD, we have the people, networks and world-class experts to do just that.



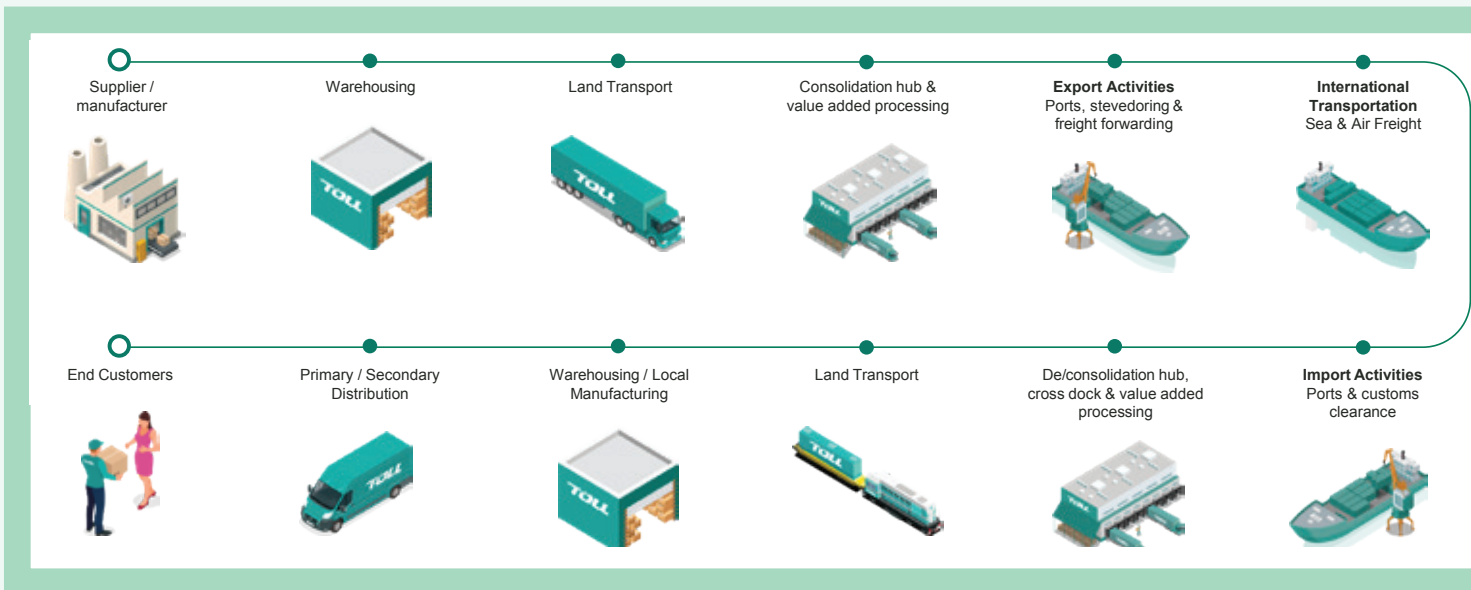
During the reporting period, the business had three main divisions:

- **Global Logistics** operates state-of-the-art warehouses and transportation throughout the Asia Pacific region. We manage the needs of many big brands and government departments, providing logistics solutions to the oil and gas, energy, mining, chemicals, retail, consumer and defence industries. In November 2020 we sold our Global Logistics warehousing and trucking operations in the United States.

- **Global Forwarding** sends freight around the world by sea and air. We purchase space onboard freighter ships and aeroplanes, and clear customs to ensure we get our customers' goods from A to B reliably and on-time.
- **Global Express** is the express delivery service of the business, operating across Australia and New Zealand. Our team moves eCommerce deliveries, important documents, palletised goods and other critical supplies and

products quickly and securely, as well as operating Australia's largest domestic cargo ships between Victoria and Tasmania. We announced the divestment of this business in April 2021.

Our **One Toll** approach enables us to deliver an integrated supply chain, providing customers with services from the point of manufacturing to the end customer. At Toll, we do more than just logistics. We move the businesses that move the world.



Our Toll Way

Our Toll Way brings together our Values, purpose, strategic priorities and culture compass. It's the common thread that connects over 40,000 employees across 50 countries. It helps guide our decisions and actions to make sure that we all work together to deliver the best possible solutions for our customers. We know that good businesses are built on a clear purpose and strong values that are deeply embedded and guide the right behaviours.

Our Values were shaped with input from our people, capturing what we wanted to preserve and what we wanted to change at Toll. And they are relevant for every Toll team member, regardless of division, role or location. We wanted to continue to create an accountability and performance-driven culture; teamwork and a strong customer focus will drive this. We put our customers at the centre of everything. Our Values put together form our 'Culture Compass' – this drives our culture for today into tomorrow.



Our stakeholders

We engage with our stakeholders through a range of different avenues including regular forums for discussions, stakeholder surveys, our website, social media, internal intranet, webinars and corporate communications including this sustainability report.

Toll's stakeholders	See further information
Japan Post (parent company)	
Customers	p. 12
Employees	p. 22
Government and regulators	p. 21
Media	
Business partners and suppliers	p. 20
Communities	p. 42
Environment	p. 30

1. Toll's key stakeholders

Toll depends on effective partnerships to serve our customers and support our business, from subcontractors to agents to suppliers to our broader industry. We also partner with academic institutions in both Singapore and Australia to support independent research and programs for the benefit of the transport and logistics sector.

We work closely with relevant industry associations to advocate for our sector and drive reform. This includes a focus on essential infrastructure, to ensure that freight can move efficiently around the country.



Membership of associations

- Australian Industry Group
- Australian Logistics Council
- Australian Trucking Association
- Regional Aviation Association of Australia
- Freight and Trade Alliance
- International Air Transport Association
- Australian Federation of International Freight Forwarders
- Victorian Transport Association
- Tasmanian Transport Association
- Japanese Chamber of Commerce and Industry
- Singapore Logistics Association
- Property Council of Australia
- Gas Energy Australia

Our material topics

In FY21 we undertook an assessment to identify and prioritise the sustainability topics that matter to our business performance, that matter to our stakeholders, and that impact society and the environment.

Our materiality assessment was guided by the Global Reporting Initiative Standards 2016. We conducted management interviews, customer interviews, employee, agent and contractor surveys, and

a desktop review of our internal documents, peer reporting, industry publications, and media coverage. Through this process we identified 18 material sustainability topics under five themes.

Governance
Anti-bribery and corruption
Technology and innovation
Cyber security and privacy
Responsible and sustainable supply chain
Crisis management
Rapidly evolving marketplace
Partnerships
Advocacy, policy and government relations

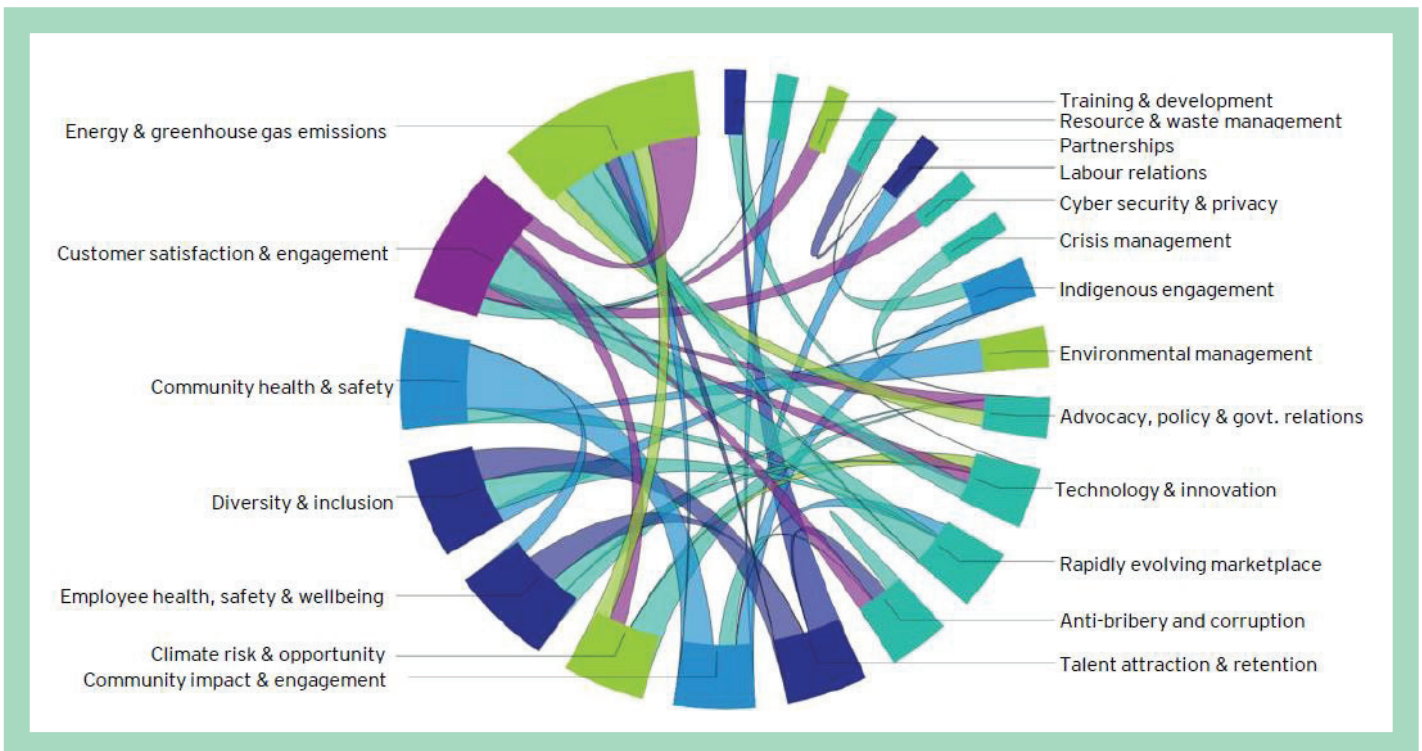
Customers
Customer satisfaction and engagement

People
Employee health, safety and wellbeing
Labour relations
Talent attraction and retention
Diversity and inclusion
Training and development

Environment
Energy and greenhouse gas emissions
Climate risk and opportunity
Resource and waste management
Environmental management

Community
Community health and safety
Community impact and engagement
Indigenous engagement

The materiality assessment process also identified the interdependencies between individual topics as shown below.



Financial performance

In FY21 we delivered revenue of AUD \$9.1 billion, a 17% uplift compared to the prior financial year. Our earnings before income tax (EBIT) were \$13.5 million.

We have around \$800 million in investment planned for the next five years, with a clear mandate to scale up in Asia while continuing to grow our Australian operations.

We will focus on improving the performance of our key businesses, capturing new growth opportunities and ensuring a smooth transition following the sale of Global Express.

In April 2021, we announced the sale of our Global Express business. The sale will enable Toll to focus on growing our operations across the Asia region, while continuing to build on our strong competitive position in Australia.

The changing operating environment – including shifting supply chain dynamics, the rise of eCommerce, and the continued rise of Asia as an economic powerhouse – presents exciting opportunities for Toll's customers and employees.



Our approach to taxation

We are committed to acting as a good corporate citizen, operating with transparency, maintaining shareholder value and complying with the tax laws in each jurisdiction where we operate.

Our in-house tax function, Group Tax, provides support to all Toll Group businesses globally in relation to tax management issues. Tax risks are identified through business reporting to Group Tax, liaison between Group Tax and

other functions, and via formal sign off processes for internal and external transactions.

Board tax policy

- Approach to the management of tax risk
- Guides the tax risk classification (routine, low, medium or high) based on a combination of quantitative and qualitative factors

Tax Risk Management Framework (TRMF)

Applies to Toll Group, including the Board, all Toll Group employees and any external persons who undertake work for, or on behalf of, Toll Group.

- Details the policies and procedures required to meet the Board's expectations
- Outlines the framework by which the tax obligations of Toll Group are to be met from an operational, governance and tax risk management perspective.

Tax compliance policy

- Summarises the principles contained in the Board Tax Policy and TRMF, and is available on both the Toll Group intranet and external website

2 Description of Toll's tax governance and control framework

Customer satisfaction

At Toll we are customer driven. We listen to our customers, grow with them and leverage our expertise and unique assets to meet their needs. Our customers demand the best from us, so we harness the very best of ourselves—our passion for logistics, our dedication to operational excellence, and our drive for innovation—to deliver the seamless solutions they need, so they can keep doing, moving and growing.

Our customers are at the core of our business - Toll is an integral part of our customers' value chains and essential to meeting their supply chain objectives.

'We are passionate about progress' is part of our Culture Compass. Our customers expect us to compete with the most efficient and innovative technologies on the market to deliver effective, high-quality solutions.

How we manage this

Our customers are increasingly focused on how we can help them meet their sustainability goals and targets, while delivering excellent service. There is a lot of opportunity for us to grow and improve in this area; the first step is to ensure that we have systems in place to accurately measure, monitor and

report on the metrics that matter to them. This is a focus area for our business, and we will continue to work with our customers to ensure we can provide the data they need.

We have developed efficient and innovative facilities for several of our key customers in order to meet our quality assurance and continuous improvement targets. This is a process we will continue to build on and learn from, to better service our customers now and into the future.

Case study – Nike warehouse



In partnership with Nike and Stockland, our custom-built warehouse in Melbourne's Altona North became the first-ever facility in Australia to achieve a whole-of-building carbon neutral certification under the National Carbon Offset Standard (NCOS). The certification of the Toll-Nike logistics facility, owned by Stockland, encapsulates our significant investment in energy efficiency at the site. This included upgrades to a 2.5-kilometre-long conveyor system powered by 145 individual electric motors, and the retrofitting of 1,300 light fixtures with high efficiency LEDs. This resulted in the site's total electricity consumption being halved, exceeding the greenhouse gas reductions required by NCOS. Marie Varrasso, Nike's Operations Director, said the success of the facility reflects its commitment to reducing its carbon footprint whilst delivering efficient solutions and savings which can be passed on to its customers.



Case study – Toll City



Toll City is our next-generation logistics hub. As an integrated local and regional hub, Toll City offers customers the ability to move their goods with minimum on-ground transit time. The facility is situated less than 3km from the Tuas Port in Singapore, making it the perfect central point for distribution throughout Asia.

Designed to accommodate the latest technology, Toll City is home to new technologies such as driverless vehicles, smart-city telematics to track and optimise road fleet in real-time, 3D-printing, and Smart RFID cabinets for real-time inventory accuracy and accountability.

Toll City has received a Gold Certification in Leadership in Energy and Environmental Design (LEED). LEED buildings are on average 25%-30% more energy efficient and are proven to contribute to increased productivity with improved ventilation, temperature control and reduced indoor pollution. LEED initiatives at Toll City include responsible choices about architectural components, types of paint and adhesives used, choices on cooling and ventilation and rainwater harvesting.



The impacts of COVID-19 put a renewed focus on global supply chain resilience. We are working closely with our customers to improve their supply chain strength, flexibility and transparency. We have published thought leadership and hosted webinars on the impacts of the Regional Comprehensive Economic Partnership (RCEP), to increase customer awareness and preparedness.

Looking forward

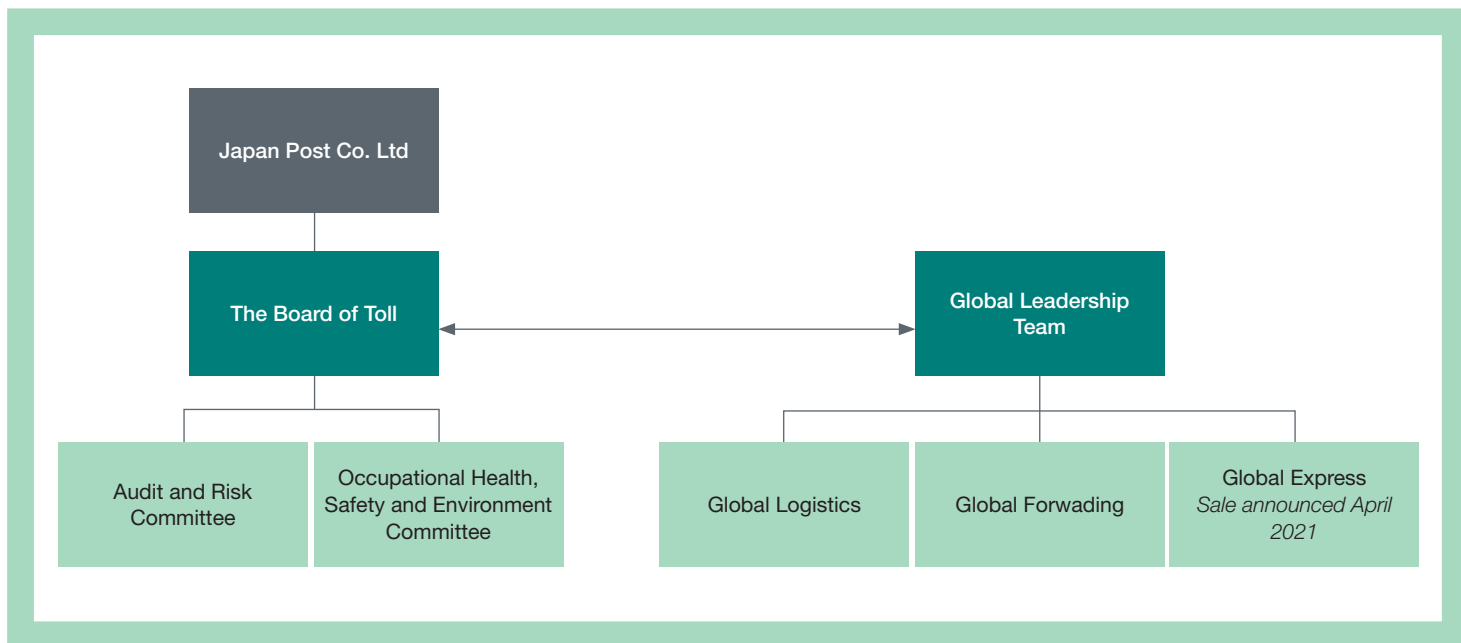
In the coming year we will focus on customer engagement and communication, to understand how we can better service their needs. Many of our customers are seeking transparent communication on our activities, particularly in relation to sustainability, so we will build a communication strategy with a focus on transparent and balanced reporting.

We have begun investing in a new innovation hub in Singapore, where we will partner with customers, industry bodies, government, and academic bodies across Asia to create exciting new solutions to support our customers to grow.

Governance

Governance structure

Toll is committed to sound corporate governance practices, and we believe this is the responsibility of everyone in Toll, from directors and senior executives to the most recent junior employee. We commit to transparency, acting with care and diligence, respecting the natural environment, and promoting a safe and healthy workplace.



There is engagement with Toll's shareholder, Japan Post Co., Ltd at various levels throughout the organisation. Where Toll has sought consultation with Toll on matters and reporting related to people, safety and the environment, the consultation has been through the Health, Safety & Environment (HSE) team. Consultation on matters related to Compliance is through the Group Security and Compliance Team.

Two committees sit underneath the Board of Toll Holdings Limited:

- **Audit and Risk Committee (ARC)** assists the Board to fulfil its oversight responsibilities relating to preparation of Toll's financial reports, internal controls, matters pertaining to the external auditor, the work of the internal audit function, risk management policy and framework and legal, insurance, regulatory and compliance matters. It has responsibility for the oversight of risk and compliance management (including tax); all high tax risks must be assessed and approved by the ARC.
- **Occupational Health, Safety & Environment (OHS&E) Committee** supports and advises the Board on health, safety, and environment risks and impacts, having regard to the law and appropriate standards of governance in the countries in which it operates. The OHS&E Committee monitors and supports the activities of executive management to support a high-performance safety and environment culture at Toll Group.

Through the leadership of the Managing Director, the Global Leadership Team (GLT) is accountable for the development and implementation of Toll's strategic plans across the organisation.

Anti-bribery and corruption

Integrity is one of our key values: we do the right thing, the right way. Conducting our business ethically and transparently is fundamental to our business, reputation, customer retention and employee engagement.

Hence, we are continually focused on strengthening our governance processes and culture to combat the potential for bribery and corruption and ensure we are upholding our values.

How we manage this

Our key areas of focus in anti-bribery and corruption are the enhancement of our employees' awareness and the management of Third Party risks across Toll's supply chain. Over the past financial year, we have reviewed our existing governance structures with the intention to bring greater transparency, monitoring and controls to these areas.

The governance structures we have in place in relation to corruption and bribery include:

- Policies and guidelines that all Toll employees must comply with, covering anti-bribery and anti-corruption, gifts, entertainment and hospitality, conflict of interest, sponsorship, donations and charitable activities and other potential compliance issues.
- Our [Code of Practice](#), which outlines our company standards and the way we conduct our business. It may not always be the quickest or easiest way, but we uphold that it is the right way. All employees must comply with the Code of Practice.
- Our [Supplier Code of Practice](#), which our key suppliers are expected to sign and comply with (see further p. 20).

Our [whistleblowing system](#) enables us to identify misconduct and improper business practices which are not consistent with the Toll Way defined in our Code of Practice. The Toll Disclosure Hotline is an independent service that gives employees, suppliers and their relatives the ability to confidentially report fraud, unethical conduct, unlawful conduct and other improper conduct, including breaches of Toll's Code of Practice or Supplier Code of Practice. Reports can be made anonymously. To ensure accessibility across our workforce and external stakeholders, the whistleblowing system is available in multiple languages, 24/7, via the hotline or online.

The Chief Compliance and Security Officer has responsibility for reports regarding compliance, security and ethical behaviour. All reported incidents are investigated by our security team.

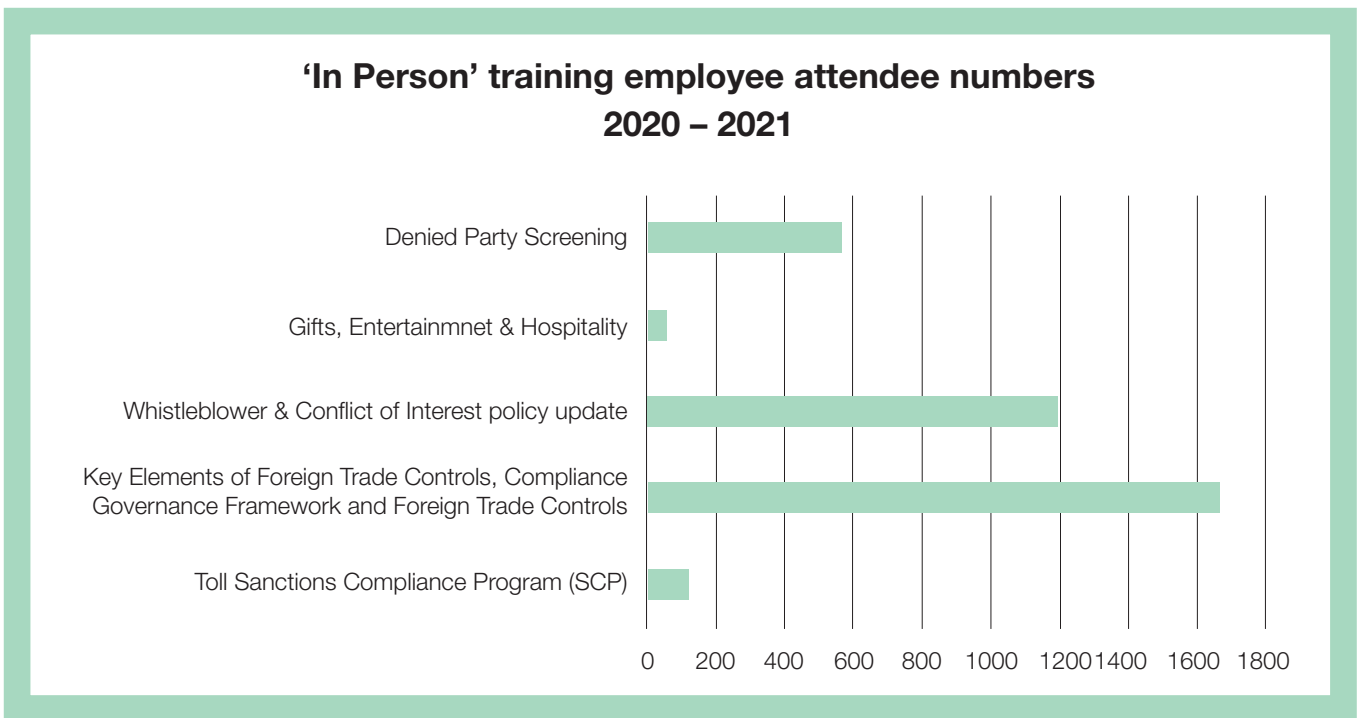
²⁶ Audit & Risk Committee Charter.



In addition, Toll encourages employees to raise personal employment-related grievances and other day-to-day concerns at any time with their line manager, supervisor or Group HR representative and appropriate action taken.

A suite of policies and procedures alone is not enough for effective risk mitigation, management and monitoring. In FY21 we developed a strategy aimed at our highest risk areas to improve the robustness of our anti-bribery and corruption (ABC) program. Implementation of this program commenced in the latter half of the year with additional measures to be implemented from FY22 onwards. The following actions were implemented in FY21:

- In June 2020 we appointed 39 business compliance champions globally, to increase awareness across the business of our ABC program and to monitor the effective implementation of our compliance initiatives.
- We developed in partnership with TRACE International, an automated third-party management system, for our freight forwarding agent network to be rolled out in Q3 FY21. The management system conducts due diligence over our agent partnerships to track compliance with Toll's policies and procedures. This will ensure a more efficient process than the current manual questionnaire and allows a standardised, centralised and transparent approach to agent engagement.
- We have recruited a subject matter expert in ABC and Modern slavery to reinforce our ABC program by implementing innovative controlling and monitoring activities focusing on addressing the potential ABC risks. These initiatives will be implemented through our control tower team based in Penang, Malaysia with the support of our business compliance champions network.
- We delivered a range of face-to-face training to support our people to understand our requirements:



Looking forward

Over the coming year we will roll out a third-party management system to cover all agents, bringing greater transparency and accountability to our operations. We will also roll out refreshed ABC training customized for our business profile and new whistleblower training for all employees.

Cyber security and privacy

Breaches of cyber security can cause significant disruption to our business, our customers and the wider community.

Toll experienced this directly following two unrelated ransomware incidents in 2020.

How we manage this

In response to the two cyber security incidents in 2020, Toll immediately shut down our IT systems and enacted our Business Continuity Plans. Cyber security experts were engaged to manage detailed forensic investigations and resources were deployed to bring our systems back online in a controlled and secure manner, with priority given to customer-facing systems.

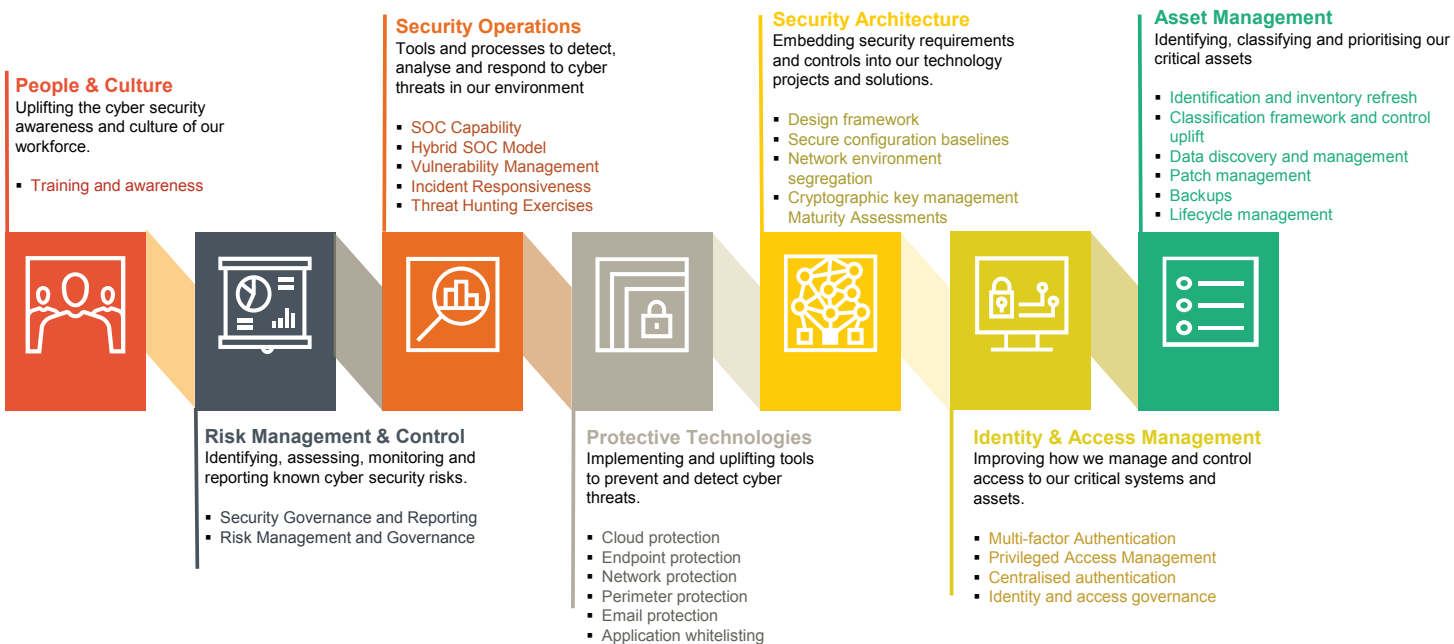
Over the past year, Toll has invested significantly in our cyber security both through strengthening our in-house team and with the support of external experts. We implemented an accelerated cyber resilience program, building on existing structures to increase the strength and durability of our systems. The four immediate key actions taken were:

- 1. Employee training:** cyber security modules were delivered with content targeted to improve IT security knowledge across the business.
- 2. Shadow security operations centre (SOC):** A third-party shadow SOC was implemented, monitoring for security events, augmenting our existing SOC and enhancing our visibility of events.
- 3. Additional security platform:** We purchased an additional security platform with end point detection and control. This is a good mitigant against ransomware as well as providing additional visibility into our operating environment.
- 4. Two-factor authentication:** All remote access to our network now requires two-factor authentication for an additional layer of security.

These immediate responses have been followed by a broader resilience program which is greatly increasing our ability to detect, control and contain any incidents quickly, with minimal disruptions to our network and customers.

The program is reviewed regularly by Toll's Global Leadership Team and Board.





3 Toll's cyber security program

We are working to provide transparent communication with our customers, including quarterly updates on the steps we are taking to increase the resilience of our systems.

Cyber security is not something an organisation does on its own; it requires collaboration.

Our recent experiences have given Toll a unique and valuable perspective on the management and regulation of cyber security and data privacy, and we are actively sharing our learnings with the wider industry.

Our advocacy has included contributing to the Australian Government's 2020 Cyber Security Strategy Industry Advisory Panel, to help ensure that proposed legislation is fit for purpose, fair and appropriate for the business environment. We are committed to helping to create a more secure environment for all organisations.

Looking forward

Over the next year we will continue to invest in cyber security. This includes harmonising our approach to cyber security under a single management framework, working towards ISO 27001 certification, as well as ongoing collaboration with government and industry on this important topic.



Crisis management

Our customers depend on us to deliver, no matter what. Responding efficiently and effectively to major impacts on our operations and supply chains is vital to maintaining our ability to continue servicing our customers, delivering to communities, and ensuring the ongoing success of our business.

How we manage this

At Toll, we have extensive experience in facing challenging situations that require us to implement contingency plans that maintain our operations. We have flexibility across our extensive network so that we can continue providing the best service possible to our customers. This is supported by a robust crisis management process.

We have a Global Crisis Incident Management Standard which guides our employees in the event of a crisis. This is supported by an ongoing training program tailored for each business unit and level of the organisation. These are intended to ensure that each Toll employee knows what steps to take if a serious incident occurs.

After any significant incident, we facilitate a debrief with key stakeholders to identify learnings and improve our crisis management approach.

RESPONSE TO COVID-19

As a provider of essential services, a major aspect of our crisis management during the reporting period was responding to COVID-19. There were four key components to our approach:

- 1. Information monitoring and management:** We established a group-wide Critical Response Team (CRT) to provide strategic advice and maintain continuity of the supply chain. Our HSE team continues to closely monitor guidance by the World Health Organisation (WHO) and other government and public health authorities daily, and ensure that our business operations are aligned with their recommendations.
- 2. Supporting our people:** The health and safety of our teams, customers and community is our number one priority. We implemented a series of physical controls to keep our teams safe, including regular workplace cleaning, work from home support and distribution of face masks and hand sanitiser (see further p. 22). We keep our teams informed on best practice hygiene, travel guidance, new policies and guidelines using a variety of channels including emails, teleconferences, team briefings, intranet and websites.
- 3. Communication with customers, suppliers and stakeholders:** Toll continues to engage closely with our stakeholders on our response. We operate to and within impacted areas as local conditions and restrictions allow. We monitor and adhere to all regulations and guidelines from government authorities, and work closely with our customers to provide service updates, either directly or via our website, as the situation changes.
- 4. Business continuity plans:** We managed our response to COVID-19 in accordance with the existing Toll Critical Incident Management and Business Continuity Standard. Business Continuity Plans (BCPs) are in place for all Toll business units to ensure we can continue to serve our customers and maintain health and wellbeing standards across our operations.

Responsible and sustainable supply chain

Toll plays a critical role in the supply chains of our customers. Just as they expect us to operate responsibly, sustainably and transparently, we are also turning our attention to our own upstream supply chain.

As a global company, we are required to comply with an increasing range of supply chain legislation, including the relevant Modern Slavery legislation in the United Kingdom and Australia.

We are continually working to better understand and address our procurement risks more broadly.

How we manage this

Toll works with an extensive network of suppliers, subcontractors and agents.

These include the suppliers of products and services used in our transport and warehousing activities, including trucks, planes, ships, and helicopters. Our supply chain also includes the services provided by subcontractors and agents, mainly for the transport of goods, but also Professional Services covering HR, IT and Safety. In many cases we have long-standing relationships with these businesses, and in other cases short-term arrangements are made based on Toll's or customer requirements.

Our [Supplier Code of Practice](#) sets out expected standards of behaviour. We have around 470 key suppliers, that are signatories to the Code of Practice. At the same time, our procurement practices are highly disaggregated, with some 20,000 vendors.

In FY21 we formed an internal Modern Slavery Committee of key stakeholders to drive a responsible and sustainable supply chain workstream. The Committee's main focus has been the implementation of a formal supply chain human rights risk assessment to assist in the delivery of our [modern slavery statement](#) under the United Kingdom's *Modern Slavery Act 2015* and Australia's *Modern Slavery Act 2018 (Cth)*.

Ten key risks emerged from the supply chain risk assessment (listed below), for which the Committee has developed a mitigation plan. We identified several opportunities to improve our understanding of our supply chain and our due diligence. These will be our focus in FY22.

Employees	Suppliers	Agents
<ul style="list-style-type: none"> • Unfair or disrespectful treatment • Unsafe / unhealthy working conditions 	<ul style="list-style-type: none"> • Fair employment practices • Barriers towards freedom of association / collective bargaining • Unethical, illegal, involuntary or discriminatory recruitment practices • Modern slavery 	<ul style="list-style-type: none"> • Fair employment practices • Barriers towards freedom of association / collective bargaining • Unethical, illegal, involuntary or discriminatory recruitment practices • Modern slavery

1 Identified risks by stakeholder category

In FY21 we have started developing a more holistic approach to vendor evaluations which incorporate several strategic elements, including social and environmental factors.

Looking forward

We are moving towards a more strategic approach to supply chain management, which can also better align with Toll's sustainability goals.

We are introducing quarterly business reviews with our key suppliers, encompassing key market trends, innovation and sustainability.

We also aim to concentrate the number of vendors we engage, to enable better management of risk, cost and sustainability factors.

For our critical agent network, we are in the process of rolling out a third-party management system to automate our due diligence and compliance processes.

Advocacy, policy and government relations

As an international logistics company, we operate across numerous jurisdictions. To provide optimal service to our customers with minimal disruption, we need to actively track the shifting policy landscape and regulatory changes in each of these and, where appropriate, to advocate in the interests of our industry and our customers.

Regulation of social and environmental impacts is increasing globally. In particular, as a transport business with a significant carbon footprint, we must be aware of and be prepared for policy developments on greenhouse gas emissions.

How we manage this

We engage with governments to support the interests of Toll and our customers. Our Donations Policy specifically prohibits any form of donation to a political party in any level of government in any country.

Toll's Head of Government and Regulatory Affairs manages engagement on individual topics and projects, reporting to the Chief Corporate Affairs Officer and other business leaders on an as-needs basis.

Many other parts of Toll engage directly with government policy makers and regulators, coordinated by the Head of Government and Regulatory Affairs.

Toll participates in industry-wide consultation processes with government on a range of issues, including the development of road and vehicle laws and industry safety.

When constructing new facilities, we engage with local governments to ensure that there is adequate supporting local infrastructure.

Following our experiences with cyber-attacks, we have actively engaged with the Australian government to support the development of Critical Infrastructure Legislation that is appropriate and effective to support a whole of business approach to cyber security (see further p. 17).

Our advocacy during COVID-19 ensured that Toll remained in business as an essential service, so that our customers could continue with their business. Remaining well informed on the different national rules and the changing restrictions enabled us to be agile, shifting our processes as needed.

Looking forward

Toll will continue to collaborate with governments at a state and federal level across Australia to advance public policy priorities. Working both with peak industry bodies and directly, Toll is particularly focusing on policies that will enhanced environmental sustainability across the transport and logistics industry. As an industry leader, Toll is committed to engaging in policy development that can assist in the uptake of the latest technologies that will enhance sustainability and efficiency across the sector. Key technologies include alternative fuels (i.e. battery electric and hydrogen) and the use of vehicle data (i.e. telematics) to streamline commercial vehicle usage and related traffic congestion.



People

Employee health, safety and wellbeing

Around the world, our people work in some of the most challenging, fast-moving environments. The safety and wellbeing of our teams is our top priority at Toll.

It's why we're committed to deliver a culture that prevents incidents and injuries to promote genuine care for the health, safety and wellbeing of our people, customers, communities and the environment.

How we manage this

Ensuring our people's health, safety and wellbeing goes beyond compliance; our Safety Obsessed strategy encompasses many aspects – including culture and behaviour, safe work processes and technology.

We are promoting a culture of 'active care' through leadership and behaviour, supported by one standard for HSE across the business.

Fundamental to achieving this is holding each worker – including management – accountable for health and safety. All our people are expected to participate in training, and actively contribute to our health and safety culture. Health and safety is on the agenda of every leadership meeting and our people are expected to share safety moments in all their meetings.



Working safely is a condition of all employment arrangements. This is supported by our health and safety policy, which is embedded across our operations, and applies to all our people, from employees to labour hire to contractors and agents.

A GLOBAL WAY OF WORKING

Our health and safety plan sits within our Global Health, Safety, Environment and Quality (HSEQ) Management System, which is built to meet the legal requirements in all countries of operation and covers all workers regardless of employment type.

The HSEQ Management System allows accurate tracking and monitoring of indicators including not only injuries but also key hazards, so they can be addressed before an injury occurs. All hazards that are reported, investigated and managed through an incident management system. A formal process is in place and documented in the Hazard and Risk Management Procedure to provide a common approach to managing hazards and risk.

4 HSEQ Global Management System

We have established a Global HSE roadmap to outline our delivery commitments. Our Annual HSE Plans outline in detail what we will do, and when, to deliver the vision and to evaluate the success of our priorities and activities.

Our HSE Leadership Team meet monthly to oversee the implementation of the plan. They discuss key activities, programs and critical risks to ensure that the plan is on track, and if it isn't, reallocate resources or priorities.

CRITICAL RISK MANAGEMENT

Our Critical Risk Management Program ensures each work area has a clear understanding of potentially fatal risks at that site, and that effective controls are in place to manage those risks.

In FY21 a steering committee was established to address and reduce the risk of serious injury and fatality. A total of seven Critical Risks were determined based on FY19–20 critical incident data. As part of the FY21 HSE Plan, we developed Critical Risk Standards for our top three critical risks:

1. Unauthorised movement (heavy vehicles) standard
2. Falling freight standard
3. PMP / vehicle / pedestrian interaction standard
4. Heavy vehicle operations (NHVL and Toll Group Road Transport Compliance) standard
5. Falls from height standard
6. Load restraint standard
7. Fatigue management standard

In FY21, our critical incident frequency rate reduced by 23% from prior year.

TRAINING OUR PEOPLE

Each site delivers annual HSEQ training that is compliant with our Competence, Training and Behaviour procedure. The training is a requirement to ensure each individual acquires and maintains the skills, knowledge and behaviours to perform the functional requirements of their role in a competent and safe manner. The training plan is recorded within the Toll learning management system and monitored on an ongoing basis.

MEASURING OUR PERFORMANCE

Lag and lead indicators are monitored monthly through to Board level. To monitor incidents, the Critical Incident Frequency rate, our key lag indicator, combines Serious Safety Incidents, Lost Time Injuries and Medical Treatment Injuries. Our lead indicators include hazard frequency rate, safety conversations conducted and overdue actions. These help us improve incident prevention and provide current information about our effectiveness.

Group Critical Incident Frequency Rate (CIFR)



Case study – health and safety under COVID-19



When the COVID-19 pandemic hit, Toll implemented a series of additional measures to keep our workforce, customers and communities safe. Detailed COVID-safe plans were developed, tailored to the requirements of each site. We distributed over 300,000 face masks and 15,000 bottles of hand sanitiser to our sites. We are extremely proud that we had no cases of workplace transmission.

Additional precautions include:

- Sharing advice to our teams about how to stay healthy, including frequent handwashing and social distancing
- Regularly cleaning our workplaces, vehicles and delivery equipment such as scanners
- Encouraging team members to monitor their health and seek medical attention if they develop flu-like symptoms. Any team member who reports or displays flu-like symptoms is asked to stay home
- Supporting our teams to follow travel advice and quarantine practices as directed by local authorities
- Supporting our office teams to work from home.

See p. 19 for more information on our COVID-19 measures.

Investment in technology has been a priority to reduce the health and safety risks in the business. In FY21 we invested in Driver State Sensing, a distraction management tool which has been beneficial in reducing vehicle incidents. Automation of key tasks in our warehouses has also contributed to safety outcomes by reducing the manual load on our people, and thus the risk of physical injury.

SUPPORTING MENTAL HEALTH AND WELLBEING

Health and safety is not only physical, but mental as well. We take a holistic approach to wellness, including mental health first aid, employee assistance programs (EAP), chaplaincy and community programs.

In the coming year we will implement a global health and wellbeing program, with a focus on mental health and support, including general health and wellbeing, support for people in a changing environment, and acceptable workplace behaviours (respect and support between workers).

Case study – Healthy Heads in Trucks and Sheds



Toll is founding sponsor and Board member of the Healthy Heads in Trucks and Sheds foundation. Healthy Heads was established to improve outcomes in areas relating to psychological safety and physical wellbeing across the road transport, warehousing and logistics industries in Australia. Mental health is an important issue for this sector due to long hours, workplace isolation, pressure, and operation of heavy machinery.

Healthy Heads supports mental health training, standardisation of policies and regulation at transport and logistics facilities and promotes wellness from a diet and mental health perspective. Recently, Healthy Heads launched a free National Mental Health and Wellbeing Roadmap for the sector. We are proud to support this organisation and its important work.

LOOKING FORWARD

As well as implementation of the new Critical Risk Standards, the FY22 HSE Plan will include the development of additional Critical Risk Standards.

In FY21 we continued the rollout of our 'Safety Obsessed Leadership' program to some of our Australian teams.

This program is focused on embedding safe practices and behaviours into our workplace culture. We want to empower all our people to speak up and stop work when they feel unsafe.

The Safety Obsessed '4S' framework (below) guides our approach to achieving a Safety Obsessed culture and applies to all roles and levels of the organisation.

We can all take ownership and demonstrate Safety Obsessed leadership based on these key guiding principles.

Over the next year the program will be launched and implemented in more Toll business units.



The graphic features a dark background with a central orange-bordered box containing the text "I AM SAFETY OBSESSED" in white, hand-drawn style letters. In the top right corner, there is a circular orange logo with a white icon of a person and the text "Safety Obsessed". Below the central text, four white boxes with orange text list the 4S framework: "1. Spot the Hazard", "2. Speak up and share", "3. Own the solution", and "4. Do it Safely".

Labour relations



We depend on our workforce to service our customers, and our employees depend on us to provide them with a safe, supportive and fair working environment. With over 80% of our workforce based at the frontline, regulatory changes relating to labour laws can have a significant material impact on our business and our ability to reliably provide our services.

With events over the past year, such as industrial action at Australian port terminals due to COVID-19 restrictions, our stakeholders are increasingly interested in our management of labour relations. A strike has the potential cause disruptions across our value chain, impacting our services and as a result, our customers' operations.

How we manage this

We are committed to fair working conditions to protect our employees. In FY21, our human resources team initiated a global review of procedures for engagement of labour and recruitment practices, with the aim of developing a unified approach across our growing global operations.

As part of this review, additional controls are being implemented to mitigate labour risks - for example, we are working towards reducing our use of recruitment agencies to bring greater transparency and consistency to the hiring process.

Talent attraction and retention

The success of our business is directly related to the quality and capability of our people.

To attract and retain the best talent, we need to provide an attractive employee value proposition with career progression.

How we manage this

To become a more attractive workplace, we're transforming our culture to become a purpose- and values-led organisation. Our vision is to build an engaged and high-performing workforce with passionate people. We want to attract the best talent through our offering of a friendly, global culture, partnerships for innovation and opportunity for growth through diverse challenges.

In FY21 we refreshed our Values, drawing on input from our people to capture what we wanted to

preserve and what we wanted to change at Toll. The Toll Values are relevant for every Toll team member, regardless of division, role or location. We want to continue to create an accountability and performance-driven culture; teamwork and a strong customer focus will drive this outcome.

We are in the process of consolidating our people management across our global operations. We want to have a consistent and aligned human resources approach. The first phase of this was to document our processes and policies. In FY21 we finalised our Internal Mobility Policy to ensure that all our people have access to the information they need to move roles within the business.

We recently implemented an integrated system which manages our employee recruitment from advertising a role through to

employee onboarding. This has streamlined our recruitment processes and ensures that all applicant information is consistently and responsibly stored in one place.

We also rolled out satisfaction surveys to hiring managers and candidates so we can better understand their experiences and in what areas we can improve.

We know we can do better at recognising and rewarding our high performing employees to incentivise them to stay with our business and keep it successful. As part of our culture transformation we are focussed on objective setting and performance development processes to empower our people, drive accountability, and support them to develop the career they want.

Looking forward

We are currently in the process of extending the use of our recruitment system beyond the contract signing phase to facilitate the onboarding process up to day 90 for new employees, to support them in navigating Toll, understanding the systems, and the provisioning of equipment.

In FY22 we will finalise a global employee referral program, because we know the best way to get the right talent is through our existing employee base.



Diversity and inclusion

The transport and logistics sector, including Toll, has lagged behind other sectors in establishing an employee base and leadership team that is representative of the customers and communities that we serve. This is increasingly a focus of our stakeholders; it is an expectation that we act not only on gender diversity but also on diversity of culture, language and ability.

A work environment that is inclusive of those from diverse backgrounds contributes to high performance, and will help ensure our business remains successful.

How we manage this

We believe that addressing our culture is the first step towards achieving our goal of a diverse workplace culture, and that has been our focus in FY21.

We want to create a sense of purpose with a value-driven workplace. Our vision is to support a diverse and inclusive organisation where differences are valued, and employees act ethically and respectfully.

Our Diversity and Equal Opportunity Policy commits the business to an inclusive workforce that is fair, equitable and respectful, free from discrimination, bullying and harassment.

The Division and business unit leaders within Toll have the responsibility of communicating this Policy to all employees, and contractors and must uphold this Policy in their day-to-day management of people.

Below is just some of the activities that Toll has underway to promote inclusion and increase diversity in the workplace:

- We are sponsoring the Wayfinder initiative tackling gender diversity in the supply chain and logistics sector
- We have established gender targets and pay equality measures for Toll's Graduate Program
- We have established the Toll Thailand Diversity Program to support the entry of women into our industry
- A traineeship program has commenced to diversify our talent pool
- Our workplaces celebrate cultural diversity through events such as Japan Day and Lunar New Year celebrations
- We are implementing and improving family-friendly facilities within our workplaces e.g. parents rooms



Looking forward

In FY22 we will establish a Diversity and Inclusion Council comprised of people from across the organisation, with Board sponsorship. The Council will have multiple streams of focus but will begin with gender diversity. The Council will support diversity in hiring practices and succession planning across the business.

Training and development

As global supply chains and the logistics sector are constantly evolving, so must the skillset of our employees. By training our people we are building an agile workforce that is equipped to navigate the rapidly changing landscape. Our focus is to implement Learning and Development programs and initiatives that support the achievement of Toll's business priorities, are underpinned by our Toll Values and ensure we have the capabilities required to sustain the business. We are committed to investing in the development of our employees and believe this will achieve better outcomes for our customers and our people.



How we manage this

While our business units manage their own technical and systems training, our Group Learning and Development team is responsible for driving enterprise learning and development initiatives. This included compliance training, leadership development, professional development, and career and performance development.

All Leadership Development programs are underpinned by our Toll Values.

In FY21 we pivoted to micro and virtual learning offerings to achieve a broader reach. All existing programs were adapted to be offered in a virtual format (a first for the organisation) and new programs were launched.

We also implemented an online learning platform to Toll employees globally providing them with access to over 2,000 courses, videos and learning resources to enable them to learn anywhere, anytime.

We achieved a 220% increase year-on-year in leadership training programs completed and approximately 50 of our top leaders attended a strategic leadership program encompassing change management, enterprise leadership and customer first modules. Our Frontline Leader Program and Leading My Team programs were deployed on a global scale. Both programs incorporated best practices and modern learning methodologies including personalised online learning to supplement formal workshops, interactive electronic materials to be sustainable and tech-enabled, Zoom virtual workshops to provide learning access to regions which previously

couldn't participate in learning, and a managerial learning support portal to build accountability and support from leaders of learners. In the span of one year, we delivered these blended learning, multi-topic learning journeys to 1,379 leaders across 15 countries, in five languages.

Looking forward

Over the next year we will expand the scope of our enterprise leadership development and professional development offerings and create multiple learning pathways utilising digital platforms.

Environment

Energy and greenhouse gas emissions

The transport sector is a significant contributor to global greenhouse gas emissions, which are contributing to a warming climate. As a company with a global presence, we have a responsibility to play our part in mitigating the impacts of climate change.

Our greenhouse gas emissions profile is also important to our customers, many of whom have their own supply chain environmental targets.

How we manage this

Toll's Environment Policy commits the business to actively consider the use of alternative energy sources and low emissions technology, as they become economically viable. We seek to incorporate environmental and energy conservation considerations into our business decision-making processes where practical, particularly for capital allocation.

Across our operations there are various initiatives in place to improve our energy efficiency and reduce greenhouse gas emissions, some of which were launched under the Smarter Green program that we established in 2010. We are now working to establish a new strategic, group-wide approach that builds on the prior success of this program.

PROPERTY

We continue to invest in technology that improves energy efficiency in our warehouses. Two of our latest freight facilities in New Zealand were built with Environmentally Sustainable Design (ESD) features including, LED lighting

- translucent roof sheeting to minimise light usage throughout the day
- adaptable lighting and mechanical controls to help drive down energy use.

Both sites were selected and designed to ensure easy access to the rail network, with trains able to dock within the Auckland terminal, providing customers low carbon modes of transport to move their freight across New Zealand.

See also case studies on pp. 12 and 13.

FLEET

We have a rolling program to upgrade our fleet to the highest efficiency standards. We are continuing to phase out Euro 3 vehicles and introduce Euro 6 wherever practical.

Additionally, by analysing our load volumes and trade routes, we can allocate the most appropriate vehicle for each job to maximise efficiency. Since FY19 this has translated to approximately 4% improvement in fuel efficiency across our fleet.

Case study – Transition to high performance diesel



In December 2020, after extensive testing, we switched our Australian fleet to a more efficient diesel fuel. This switch has a projected 3-9% fuel economy benefit, while importantly reducing a range of air emissions.

The projected benefits of using this higher quality fuel and better fuel efficiency include: a 2% reduction in toxic Carbon Monoxide; a 4.7% reduction in soot; an 11.8% reduction of Nitrous Oxide emissions; and a 5% improvement in engine performance leading to reduced maintenance costs.

Six months into the rollout, our overall fleet fuel usage has already improved by approximately 2%.

Case study – Shore Power Project



In December 2020, we adopted shore power technology at the Port of Burnie in Tasmania, Australia. This technology was developed in collaboration between vessel system providers Kongsberg Maritime Norway, WE Tech Solutions Finland, and quayside providers Siemens Australia/Germany and Cavotec Australia.

The project is an Australian first, with Toll's flagship vessels – Tasmanian Achiever II and Victorian Reliance II – drawing clean power from the state's green energy grid while docked, limiting the need for diesel generators.

The new technology and infrastructure have both environmental and commercial benefits. The switch to grid power is expected to see the two vessels' combined greenhouse gas emissions reduced by more than 5,500 tonnes per year and approximately 2,000 tonnes of diesel saved, whilst reducing noise impacts on the local community..

Currently we measure and report on the Scope 1 and 2 greenhouse gas emissions associated with our Australian operations, as required by the Australian National Greenhouse and Energy Reporting (NGER) scheme.

Our emissions are calculated using the NGER Determination 2008 and the GHG Protocol Corporate Accounting and Reporting Standard. We are exploring how to expand our reporting to include all Toll locations globally so we can better understand our environmental footprint across all of our operations.

We have reported on our FY21 emissions.

In FY21 we also assessed our Scope 3 emissions for the first time, in line with the approach taken by our parent company Japan Post. The analysis, conducted primarily over our Australian FY21 emissions, found that our primary emissions sources were capital goods (plant and equipment), downstream transportation and distribution (sub-contractor fuel usage), and upstream emissions associated with the energy consumed as Scope

1 and 2. Our total FY21 Scope 3 emissions were 105,893 tCO₂-e.

Our journey of understanding our Scope 3 footprint has only just commenced, and we expect that the scope and scale of our Scope 3 emissions in future years will change as a result.

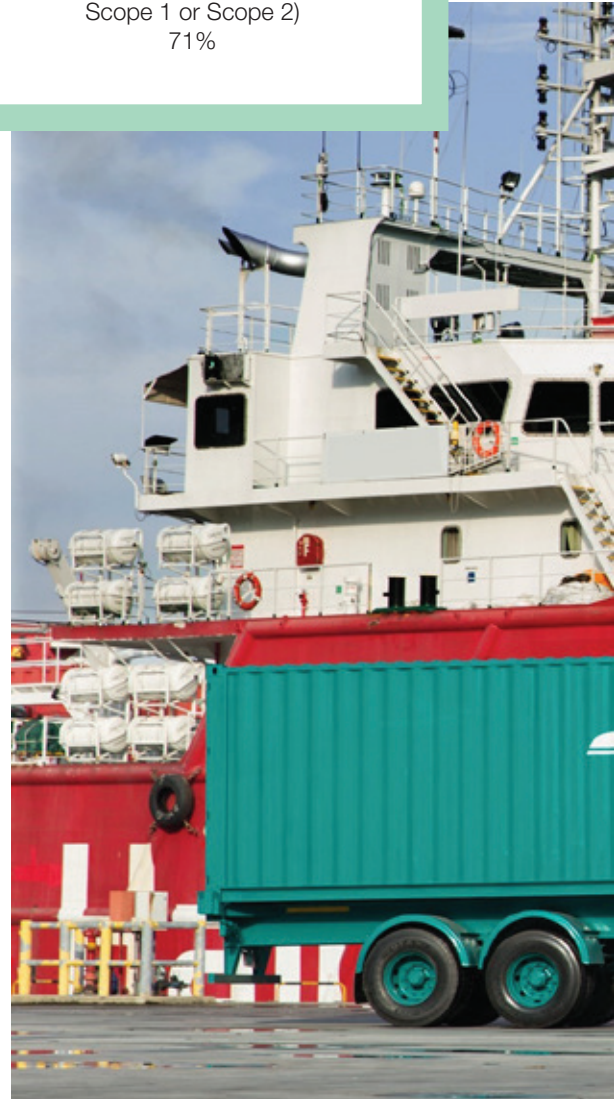
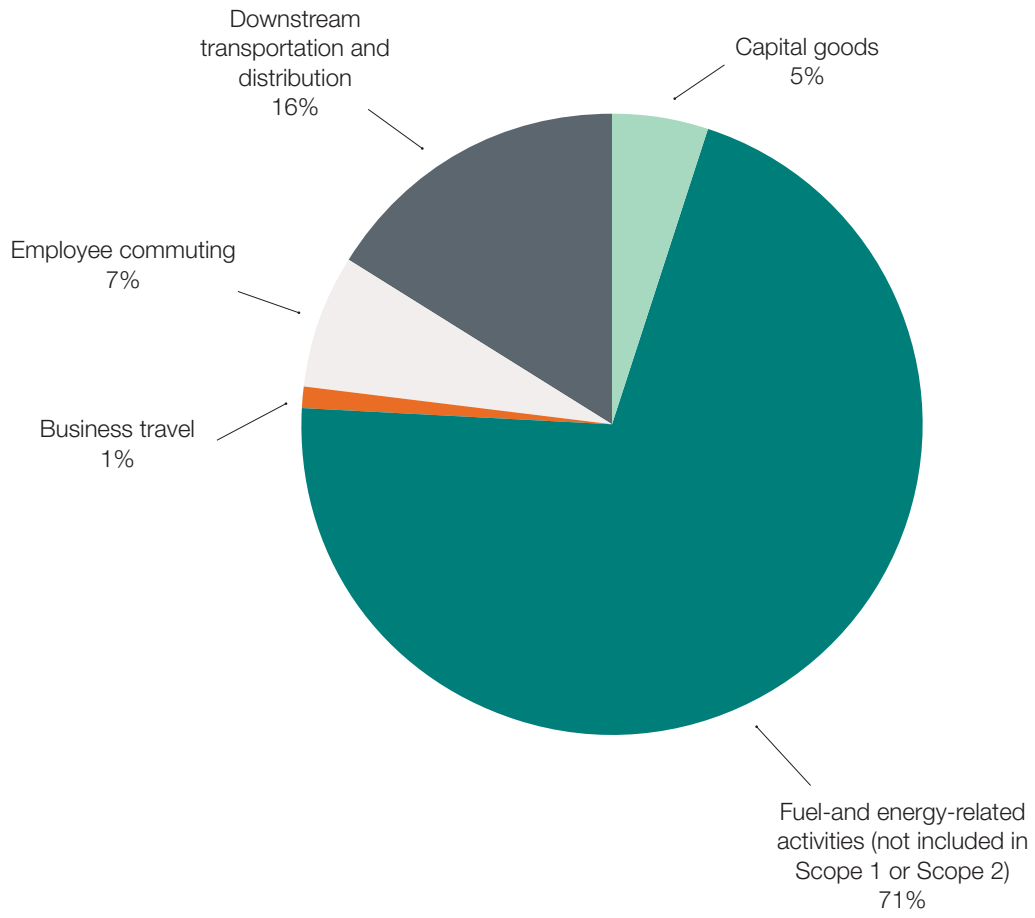
² Australia only, Japanese financial year

³ Australia only, Japanese financial year

⁴ Calculated from a combination of global flights and Australian car hire and sub-contractor fuel usage data

	FY21 (tCO ₂ -e)
Scope 1 ²	523,454
Scope 2 ³	47,410
Scope 3 ⁴	105,893

Scope 3 emissions breakdown



Looking forward

In March 2021 we established a Sustainable Facilities Working Group with the intent of establishing minimum standards for all our facilities. This will include both the development of new facilities and the operation and maintenance of existing facilities. We are exploring the potential for renewable energy options at our facilities across the board, including solar PV installation and power purchase agreements.

Our priority in FY22 will be to expand the scope and completeness of our energy and emissions reporting so that we can better understand our global footprint, which will allow us to establish metrics and targets in FY22.

We are watching local and international developments closely as we consider appropriate emission reduction targets, and we will be guided by the aspirations of our shareholder, Japan Post.

Over the next year we will prioritise transparent and accurate reporting to support our customers to achieve their sustainability goals.



Climate risk and opportunity

Climate change presents urgent challenges for all businesses. Toll is committed to playing its part in achieving the Paris Agreement target of limiting global warming to well below 2°C.

Climate-related risks to Toll include physical impacts which compound existing environmental risks to our operations and have the potential to affect the services we can provide to our customers.

The transition to a low-carbon future also presents risks, as well as opportunities, which we must manage strategically.

How we manage this

In FY21, informed by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we commenced the process of identifying, assessing, and incorporating climate-related impacts into our corporate strategy

planning and risk management processes.

GOVERNANCE

Material climate-related risks and opportunities are governed at Board level through the Audit and Risk Committee. For details on Toll's broader sustainability governance structure please see p. 14.

Our environment team works closely with our risk management team to identify and manage climate-related risks and opportunities.

In FY22, climate-related issues will be included in the governance of material issues as incorporated in Board and relevant Board committee charters, including the processes for informing the Board on material issues and how they will be monitored. We will assign management level roles for assessing and managing climate-related risks and opportunities.

RISK MANAGEMENT

Climate risk and opportunity was identified as a material issue through our sustainability materiality assessment. With this in mind, in FY21 we completed a group-level qualitative climate risk scenario analysis to identify, assess, and manage specific climate-related risks and opportunities across our value chain.

Three scenarios were selected to stress-test the overall resilience of our business strategy across the short (2025), medium (2030) and long term (2050). Following TCFD guidance and industry leading practice, these were underpinned by the physical scenarios of the Intergovernmental Panel on Climate Change (IPCC) and elements of the transition scenarios of the International Energy Agency (IEA).



High emissions scenario	Moderate emissions scenario	Low emissions scenario
<ul style="list-style-type: none"> • Consistent with IPCC Representative Concentration Pathway (RCP)8.5, i.e. global emissions continue to rise to 2100 • Average global temperature rise of 3.2°C - 5.4°C by 2100 • Consistent with the TCFD required scenario for 'more extreme physical risks' 	<ul style="list-style-type: none"> • Consistent with IPCC RCP4.5, i.e. global emissions continue to rise to 2040, plateau, and then decline • Average global temperature rise of 1.7°C - 3.2°C by 2100 • Consistent with IEA's Stated Policies Scenario • Average global carbon price of AU\$36/tCO₂-e by 2030 	<ul style="list-style-type: none"> • Consistent with IPCC RCP2.6, i.e. global emissions decline from the short-term, reaching net zero by 2070 • Average global temperature rise of 0.9°C – 2.3°C by 2100 • Consistent with the TCFD required '2°C or lower scenario' • Consistent with IEA's Sustainable Development Scenario • Average global carbon price of AU\$104/ tCO₂-e by 2030
<ul style="list-style-type: none"> • Due to the extreme physical nature of this scenario, it was used to stress-test Toll's resilience to physical climate-related impacts 	<ul style="list-style-type: none"> • Used to explore presence of both physical and transition impacts 	<ul style="list-style-type: none"> • Due to the necessary presence of regulation and market tools in this scenario, it was used to stress-test Toll's resilience to transition impacts

The assessment drew on interviews with internal stakeholders, desktop research, and climate modelling data related to the IPCC 5th Assessment Report. Teams across our value chain were engaged in the risk and opportunity identification process, including those in environmental management, risk management and customer facing roles.

The prioritisation of risks and opportunities was based on the likelihood and impact criteria defined in our enterprise risk management framework.

In FY22 we will continue to further integrate the consideration of specific climate-related risks and opportunities into our enterprise risk management framework.

This will allow these risks to be considered alongside other business risks and incorporated into our Enterprise Risk Register and risk management processes as appropriate. A corporate-level climate risk appetite will also be formalised to guide our future strategic response options.

STRATEGY

The climate risk assessment was conducted in the context of our organisational strategy going forward. The findings have improved our understanding of our overall business risk profile; we will use them to strengthen our resilience in all regions in which we operate and to guide our strategy development.

Under the high emissions scenario, we identified only risks to the business through physical climate impacts.

Under the low emissions scenario, both risks and opportunities were identified, particularly in relation to technology and innovation.

We will implement resilience measures to prepare the business for physical impacts while also ensuring we are strategically placed to benefit from the opportunities identified.

The climate risk assessment identified over 20 risks and opportunities that may impact the business under the three scenarios, with impact ratings ranging from critical to low. The ratings reflect inherent risk or opportunity, which we can mitigate or maximise through our strategic response.

Physical impacts are referred to as either chronic or acute. Chronic impacts are long-term shifts in climate patterns, for example sea level rise. Whereas acute impacts are event-driven, such as a flooding.

The following table outlines the most significant impacts under the high and low emissions scenarios, together with our strategic response.



	Risk/Opportunity	TCFD risk type	Potential impact to business	Management response and strategy
High emissions scenario	Risk: Average temperature rise Inherent impact rating: Critical Time horizon: 2050	Physical: chronic	Increased operational and capital expenditure due to: <ul style="list-style-type: none"> • Decreased performance and thermal comfort for mobile and fixed assets • Asset, inventory and infrastructure damage and increased resilience requirements • Increased heat stress for labour force • Higher insurance excess/premiums 	<p>Our current procurement policies consider a range of factors, including climate resilience. Adopting the latest efficient and climate-resilient technologies reduces Toll's exposure to climate-related risks.</p> <p>We incorporate design principles that reduce the impact of average temperature rise into our warehousing and offices facilities (e.g. thermal efficiency, efficient heating and cooling).</p>
	Risk: Increased frequency and severity of acute physical risks (e.g., bushfires, cyclones, flooding, heatwaves) Inherent impact rating: High Time horizon: 2050	Physical: acute	Decreased revenue, increased operational and capital expenditure, and increased legal costs related to staff injury claims due to: <ul style="list-style-type: none"> • Asset, inventory and infrastructure damage and increased resilience requirements • Disruptions to operations and logistics networks • Decreased thermal comfort and performance for mobile and fixed assets and hence increased cooling demands and fuel consumption • Heightened staff health risk or mass stranding due to inaccessible roads and public transport or linehaul driver fatigue from rerouting • Interruptions to energy/power supply (e.g. grid electricity) • Reduction in value of land/facilities in areas rezoned as flood areas • Higher insurance excess/premiums 	<p>Toll has established business continuity plans for extreme climatic events. Our suite of technological solutions enhances our resilience against acute physical climate risks; this includes delivery planning, route optimisation and fleet monitoring.</p> <p>Physical climate hazard impacts will be incorporated into our strategic planning and capital allocation. This includes planning for changing customer demands, pricing impacts and future technological needs as a result of the projected changes in physical climate conditions.</p>

	Risk/Opportunity	TCFD risk type	Potential impact to business	Management response and strategy
Low emissions scenario	<p>Risk: Introduction of carbon pricing (e.g., emissions trading scheme, carbon tax, carbon import tax/ tariffs)</p> <p>Inherent impact rating: Critical</p> <p>Time horizon: 2030 and 2050</p>	Transition: Policy and legal	Increased operational expenditure or reduced competitiveness from carbon exposure, as well as upstream supply costs (if there are no alternatives).	<p>We will take steps to reduce our future carbon pricing exposure.</p> <p>At the group level, Toll is currently in the process of establishing a global Scope 1, 2, and 3 emissions inventory. Once completed, we will set emissions reduction targets in line with the expectations of our shareholder and other stakeholders.</p> <p>Toll NZ supports the NZ Sustainable Business Council's objective of halving emissions from the domestic freight industry by 2030 and reaching net-zero emissions by 2050.</p>
	<p>Risk: Increased stakeholder expectations for climate mitigation efforts from Toll, including the provision of low-carbon logistics solutions</p> <p>Inherent impact rating: Critical</p> <p>Time horizon: 2025, 2030, 2050</p>	Transition: Reputation	<p>Decreased revenue and loss of access to capital from reputational damage and market loss if Toll fails to meet stakeholder expectations. Other transportation service providers gain a competitive edge by establishing themselves as a low-carbon brand.</p>	<p>We review our business strategy on a regular basis to address emerging risks. We will engage with stakeholders on climate change to ensure we understand their expectations.</p> <p>We will implement climate change mitigation and resilience measures that ensure continued service delivery to our customers.</p>
	<p>Opportunity: Increased uptake of lower-emission sources of energy (e.g. on-site solar generation across the warehouse and office network, use of electric vehicles and hydrogen fuel cell vehicles)</p> <p>Inherent impact rating: High</p> <p>Time horizon: 2025, 2030</p>	Transition: Energy source	<p>Decreased operational expenditure: After considering the business case for capital investments and payback periods, the adoption of low-emission energy sources will result in decreased energy costs and reduced exposure to carbon pricing.</p> <p>Failing to adopt low-emission technologies poses significant risks to the business in the future low-carbon economy.</p>	<p>We review our business strategy on a regular basis to enhance our positioning and preparedness for low-carbon transportation solutions.</p> <p>We will work closely with Government and industry to support a whole of industry approach to low-carbon transportation.</p>
	<p>Opportunity: Adoption of resource efficiency technologies</p> <p>Inherent impact rating: High</p> <p>Time horizon: 2025, 2030</p>	Transition: Resource efficiency	<p>Decreased operational expenditure from increased uptake of more energy-efficient buildings and equipment, use of more efficient modes of transport and reduced exposure to carbon pricing.</p> <p>Failing to adopt resource efficiency technologies could adversely impact Toll's competitive advantage in the future low-carbon economy.</p>	<p>We review our business strategy on a regular basis to enhance efficiency in all our operations. Our procurement strategy considers total life cycle value and sustainability factors.</p>

We maintain an inventory of our greenhouse gas emissions in Australia and in FY21 we assessed a proportion of our global Scope 3 emissions for the first time.

See pp. 30 - 33 for further details.

Currently we do not have any climate-related targets. To monitor our action against prioritised climate risks and opportunities, we intend to track the following metrics from FY22:

Energy and fuels: Diversification of energy sources, supporting a transition to a low-carbon future	Fleet and facilities: Setting environmental standards and leading practice in Toll assets
<ul style="list-style-type: none"> Percentage of energy usage from renewable sources Global Scope 1, 2 and 3 emissions 	<ul style="list-style-type: none"> Percentage of fleet with Euro 5 or 6 green standards Number of buildings with certified sustainability ratings (e.g. Green Star⁹², LEED⁹³, BREEAM⁹⁴, CASBEE⁹⁵)

Once we have established our baseline global greenhouse gas inventory we will be able to set targets for Scope 1, 2 and 3 emissions reduction.

Looking forward

Summarised below are the commitments we have made to further align with the TCFD recommendations in the coming year.

Governance	<ul style="list-style-type: none"> Incorporate climate-related impacts into the material risks that are considered by the Board and relevant Board committees in accordance with their charters. Integrate responsibility for assessing and managing climate-related risks and opportunities into management roles as appropriate.
Risk management	<ul style="list-style-type: none"> Further integrate the consideration of climate-related risks and opportunities into our enterprise risk management framework. Integrate climate-related risks into our Enterprise Risk Register
Strategy	<ul style="list-style-type: none"> The results of the risk assessment will be used to improve the resilience of our broader business strategy Individual strategic responses to 'critical' and 'high' rated risks and opportunities will be further developed
Metrics and targets	<ul style="list-style-type: none"> We will establish climate-related metrics and set targets to track our performance

⁹² <https://new.gbca.org.au/rate/green-star/>

⁹³ [Leadership in Energy and Environmental Design](#)

⁹⁴ [BRE Environmental Assessment Method](#)

⁹⁵ [Comprehensive Assessment System for Built Environment Efficiency](#)

Environmental management

It is our responsibility to ensure that our operations do not cause damage to the environments in which we operate wherever possible.

Parts of our business include the safe transport, handling and storage of dangerous goods, both onshore and offshore. Transporting hazardous chemicals can carry significant risks, which we must manage carefully to ensure the safety of our people, customers and communities as well as our environment.

How we manage this

We have an overarching Environmental Policy which governs our operations and requires all areas of our business to comply with local environmental regulation, no matter which part of the world we are operating in.

Where regulations are not as stringent as our own requirements, we go beyond compliance to ensure that we are operating at industry standard.

We also have a Global Mandatory Standard for Environmental Management and Sustainable Development that applies to all operations, and which forms part of our Health, Safety, Environment and Quality (HSEQ) management system.

The HSEQ Management System includes the environmental standards, practices and procedures that support the identification and management of our material environmental risks. Some of our sites have ISO14001 certification due to the requirements of the operations at those sites.

All of our employees and contractors involved in the storing, handling or transportation of dangerous goods or hazardous chemicals are trained and provided with information, personal protective clothing and safety equipment necessary to minimise the risks associated with those products.

Case study – Barrow Island nature reserve



Since 2009, we have been servicing Chevron's Gorgon Project on Barrow Island, a remote island 85km off the coast of Western Australia that is a sensitive A Class nature reserve. All goods brought on to the island have to pass through a rigorous quarantine process. To respond these specific environmental needs, we built a bespoke supply base for all shipping and air freight movements. We have 450 staff based on the island, managing daily freight movements with no significant environmental incidents.

During FY21 we have had no environmental incidents resulting in material environmental harm, nor received any infringement notices for material breaches of any environmental requirements.

Looking forward

In the coming year we will expand our internal reporting on environmental management to bring greater oversight and transparency to our performance.

We will also increase our awareness, education and training activities across the business to enhance the environmental management capabilities of our people.

All of these actions will enhance our shared understanding of our environmental risk profile, and will assist in demonstrating that our HSEQ management system is compliant with the requirements of the ISO 14001:2015 standard for Environmental Management Systems.

Resource and waste management

Resource and waste management is an issue globally, both due to the increasing scarcity of raw materials, and due to the environmental impacts of waste. We have a responsibility to reduce our reliance on raw materials and minimise our waste production through increased efficiency, recycling and reuse where possible.

How we manage this

The majority of the waste we generate is the result of packaging and repackaging activities at our facilities.

This is primarily generated upstream in our value chain through packaging practices and methods. Our second largest source of waste and resource consumption is the use, servicing and maintenance of our plant and equipment. This is primarily consumables associated with transport, such as tyres, waste fuels, and oils.

Our waste is typically managed by a third-party facility manager. Individual sites and contracts identify opportunities to minimise and avoid the generation of waste in accordance with customer requirements.

Looking forward

Through our newly established Sustainable Facilities Working Group we will develop a strategic and coordinated approach to resource efficiency, waste avoidance and minimisation across all our sites. We will also engage with our customer base to identify alternative approaches to packaging that are more resource efficient and minimise the generation of waste.



Community

Community health and safety

At Toll we are Safety Obsessed: everyone has the right to go home safely. This extends beyond our own workforce to our customers and communities. Our customers entrust us to safely manage the transport and storage of a range of materials, including fuel and chemicals, which require the utmost care and specialist expertise.

How we manage this

Our policy suite establishes our governance over community health

and safety. Our Dangerous Goods Policy outlines our commitment to providing a safe, secure logistics service to our clients in transporting, handling and storing their products classified as dangerous goods, and to providing for the safety of all employees, the community and the environment.

We track the number of road incidents; in FY21 we were involved in 2,920 motor vehicle incidents.

We also record near misses so that we can understand root

causes and implement prevention strategies. This data is reported monthly to our Board.

Toll supports the safety of our communities by operating the NSW and ACT ambulance helicopters. Flying from bases in Bankstown, Wollongong, Orange, and Canberra, our eight purpose-built Agusta Westland 139 (AW139) helicopters deliver the latest in performance, safety and innovation to patients across the Southern Zone of NSW and ACT.

Case study – Hauling Safety program



In Thailand, where travelling by motorcycle is a common way for parents to take their children to school, over 17,000 children and teenagers die each year from road crashes. Unsafe driving behaviours and poor infrastructure in school zones results in high-risk journeys for students to and from school.

Toll has a mission to decrease road crash casualties by providing safety interventions to road users. We have partnered with the AIP Foundation to launch our Hauling Safety program. The program has been designed to support two schools in Samutprakarn Province, Thailand.

Hauling Safety leverages school-based education campaigns to increase student and teacher knowledge of safe road behaviours, public awareness campaigns to promote community knowledge of road safety, and private sector volunteer engagement to encourage responsible investment in vulnerable communities.

Toll was proud to help deliver safety campaigns that educated more than 4,600 students and parents, trained 30 teachers to continue providing road safety education in their classrooms, and improved the physical road conditions at two target schools to protect students for generations to come.



See p. 39 for further information on our transport and storage of dangerous goods

See p. 42 for further information on how we work with communities

Community impact and engagement

At Toll, we are focused on contributing in a responsible and meaningful way to our people and our communities, to ensure we maintain our social licence to operate.

This requires strong relationships across the communities in which we operate to understand their needs and expectations.

How we manage this

We conduct community engagement sessions when we are constructing significant infrastructure or developing major new facilities. These are implemented on a project-by-project basis to ensure we are engaging with the communities impacted and understanding their concerns.

In FY21, before, during and after construction of our shore power project in Burnie, Tasmania, we conducted extensive engagement with the local communities.

We have three strategic community impact focus areas, each supported by a flagship partnership:

Promoting road safety within our communities	Indigenous engagement	Mental health and wellbeing support
AIP Foundation	Graham Polly Farmer Foundation	Healthy Heads in Trucks and Sheds
See p. 41 for information on how our partnership with AIP has contributed to positive road safety outcomes in Thailand.	See case study below.	See p. 24 for information on our partnership to support mental and wellbeing.

Our contracts with our flagship partners include measurable outcomes which are agreed and tracked.

Case study – Toll partners with the Graham Polly Farmer Foundation

In December 2020 we partnered with the Graham Polly Farmer Foundation, which empowers young Aboriginal and Torres Strait Islander people to achieve academic success and engage positively in their education. The Foundation currently delivers 48 educational enrichment programs, providing support to over 1900 students.

Toll provides opportunities for students to identify further educational and employment opportunities by supporting excursions, health and wellbeing workshops, site visits and career camps.

Despite the challenges of COVID, the Foundation still managed to deliver 12 health and wellbeing workshops to over 220 ‘Follow the Dream’ students in Western Australia, through the Toll Group and BHP partnership.

Our business units and local sites also run their own engagement programs, such as community sponsorships. For example, our

Toll Technology Centre team in India recently raised and donated funds to Niwara Balgram, a charity venture that supports

approximately 70 children from remote areas in and around Maharashtra a state in the western peninsular region of India.

Indigenous engagement

As an organisation with a significant presence in Australia, engagement with Aboriginal and Torres Strait Islander peoples is not a question; it is essential. We have a role to play to engage, support and work with Aboriginal and Torres Strait Islander peoples in Australia's journey to reconciliation. Toll's vision for reconciliation in Australia is one that understands, embraces and celebrates a variety of cultures.

Through our customers we operate in regional communities amongst Indigenous peoples.

It is an expectation of our customers and those communities that we have a holistic approach to business participation and Indigenous engagement.

How we manage this

Toll has been engaging with Aboriginal and Torres Strait Islander communities throughout Australia in relation to employment, training, procurement of business and in-kind support since our first RAP launched in 2013.

We launched [our third RAP in 2020](#); at Innovate level we are looking for more opportunities to engage, drive positive relationships and provide long-term sustainable economic and social outcomes.

We are focused on ensuring that our RAP has actionable, measurable activities that are developed in engagement with Indigenous peoples.

Our initiatives over the past year included:

Promoting awareness	Cultural Awareness training commenced in late 2020. The initial workshops included members from the global leadership team and Reconciliation Action Plan Committee to enhance their knowledge and awareness of Aboriginal and Torres Strait Islander cultures, histories and traditions
	Launch of internal SharePoint site to report on Indigenous Engagement deliverables and activities
	Development of cultural protocols and acknowledgment of country plaques
	Including our representation of Indigenous and Torres Strait Islanders in our HR system by voluntary disclosure, with quarterly reporting on employment statistics per division and role type
Educational engagement	Toll partners with the Graham Polly Farmer Foundation to support indigenous students through education (see p. X above)
Economic empowerment	Toll renewed our membership with Supply Nation, and records above-average spend with Indigenous-owned businesses within the transport industry
	Secured traineeship provider to partner with to support Indigenous career pathways across the business
Working in partnership	Launch of Toll Indigenous Employee network, to work in partnership with our indigenous employees aimed at increasing the workplace experience for Indigenous Australians working at Toll
	Removal of systems-based requests for proof of aboriginality in HR reporting tool

Looking forward

In FY22 we will expand our promotion of cultural protocols to our employees and distribute acknowledgement of country plaques to all sites.

We will also engage with our customers to promote reconciliation through various activities, including NAIDOC and National Reconciliation Week.

Data tables

People

Total number of employees by employment contract (permanent and temporary), by gender

Gender	Permanent	Temporary	Total
Female	4,616	501	5,117
Male	12,929	575	13,504
Not Specified	25	-	25
Not Recorded	55	23	78
Total	17,625	1,099	18,724

Total number of employees by employment contract (permanent and temporary), by gender

Gender	Full time	Part time	Total
Female	4,758	359	5,117
Male	13,124	380	13,504
Not Specified	25	-	25
Not Recorded	77	1	78
Total	17,984	740	18,724

Percentage of employees per employee category by gender

Management Level	% Female	% Male	% Not specified	% Not recorded
Managing Director	0.00	100.00	0.00	0.00
Executive	12.77	87.23	0.00	0.00
BU or Group General Manager	22.05	77.44	0.00	0.51
Senior Manager	23.61	75.96	0.14	0.28
Manager	30.45	69.05	0.25	0.25
Team Leader	33.48	66.23	0.07	0.22
Individual Contributor	26.82	72.60	0.13	0.45
Total	27.33	72.12	0.13	0.42

Percentage of employees per employee category by age

Management level	% Under 30	% 30-50	% over 50
Managing Director	0.00	100.00	0.00
Executive	0.00	55.32	44.68
BU or Group General Manager	1.03	61.54	37.44
Senior Manager	1.42	66.71	31.86
Manager	6.73	65.01	28.26
Team Leader	13.13	63.02	23.85
Individual Contributor	18.93	50.76	30.31
Total	16.84	53.29	29.87

Learning and development

Category	Average hours of training that Toll employees have undertaken during the reporting period ¹¹⁵	Percentage of employees who have participated in the formal Performance Review process ¹¹⁶
By gender		
Female	9.0	69
Male	10.2	31
By management level		
Executive	7.8	100
BU or Group General Manager	7.8	100
Senior Manager	11.6	100
Manager	11.8	100
Team Leader	12.0	100
Individual contributor	6.9	100

¹¹⁵ Training figures do not include operational specific training as this type of training is organised at a site level and is not recorded by the Centralised Human Resources Function

¹¹⁶ Formal performance reviews do not include employee reviews that are informal or are not documented by the Centralised Human Resources Function

Health and safety

Note: all rates have been calculated based on 1,000,000 hours worked

Indicator	Employees	Contractors
Fatalities	0	0
Number of high-consequence work-related injuries (severity rating of moderate and above)	172	25
Rate of high-consequence work-related injuries	2.11	0.80
The number of recordable work-related injuries (all lost time injuries & medically treated injuries)	1,035	233
Rate of recordable work-related injuries (Total recordable injury frequency rate, TRIFR)	12.75	7.50
Main types of work-related injury	Hit by moving objects, muscular stress, repetitive movement, slips/trips, hitting objects with part of body	
Number of hours worked	81,420,108	31,078,538



Greenhouse gas emissions

FY21 Australian energy consumption and Scope 1 and 2 greenhouse gas emissions (tCO₂-e)¹¹⁷

Category	Fuel and energy consumption (GJ)	Emissions (tCO ₂ -e)
Facility		
Scope 1: city gas / natural gas	541	28
Scope 1: LPG (liquefied petroleum gas)	20,110	1,237
Scope 2: Electric power	219,911	47,410
Fleet		
Scope 1: Aviation gasoline	64,953	4,395
Scope 1: Diesel/Gas oil	5,401,343	380,393
Scope 1: Motor gasoline	3,120	217
Scope1: Aviation kerosene (AvTur/Jet A1)	939,760	65,981
Scope 1: Compressed Natural Gas (CNG)	8	0.4
Scope 1: Heavy fuel oil (used in ships)	959,579	71,204
Total energy consumed	7,609,324	
Total Scope 1 emissions		523,454
Total Scope 2 emissions		47,410

FY21 Australian Scope 3 greenhouse gas emissions (tCO₂-e) – top 5 contributors

Category	Emissions (tCO ₂ -e)
Capital goods	5,394
Fuel-and energy-related activities (not included in Scope 1 or Scope 2)	75,894
Business travel ¹¹⁸	847
Employee commuting	7,065
Downstream transportation and distribution	16,693
Total	105,893

¹¹⁷ Australia only

¹¹⁸ Includes Australian hire cars and global flights

Appendices

GRI index

*Asterisk indicates indicator partially met

Indicator	Description	Page reference
Organisational profile		
102-1	Name of the organisation	Toll Holdings Limited
102-2	Activities, brands, products, and services	Overview of business, p. 6
102-3	Location of headquarters	Melbourne, Australia
102-4	Location of operations	Overview of business, p. 6
102-5	Ownership and legal form	Overview of business, p. 6
102-6*	Markets served	Overview of business, p. 6
102-7*	Scale of organisation	Overview of business, p. 6 Financial performance, p. 10
102-8	Information on employees and other workers	Data tables, p. 44
102-9*	Supply chain	Responsible and sustainable supply chain, p. 20
102-10*	Significant changes to the organisation and its supply chain	Overview of business, p. 6 Responsible and sustainable supply chain, p. 20
102-13	Membership of associations	Partnerships, p. 8
Strategy		
102-14	Statement from senior decision-maker	Statement from MD, p. 4
102-15	Key impacts, risks, and opportunities	Stakeholders and material topics, p. 8 <i>Various – throughout report</i>
Ethics and integrity		
102-16	Values, principles, standards and norms of behaviour	Overview of business, p. 6
102-17	Mechanisms for advice and concerns about ethics	Anti-bribery and corruption, p. 15
Governance		
102-18	Governance structure	Governance structure, p. 14
102-21	Consulting stakeholders on economic, environmental, and social topics	Governance structure, p. 14
102-22*	Composition of the highest governance body and its committees	Governance structure, p. 14
102-23	Chair of the highest governance body	Governance structure, p. 14

Indicator	Description	Page reference
Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholders and material topics, p. 8
102-42*	Identifying and selecting stakeholders	Stakeholders and material topics, p. 8
102-43*	Approach to stakeholder engagement	Stakeholders and material topics, p. 8
Reporting practice		
102-46	Defining report content and topic Boundaries	Stakeholders and material topics, p. 8
102-47	List of material topics	Stakeholders and material topics, p. 8
102-49	Changes in reporting	About this report, p. 2
102-50	Reporting period	1 April 2020 – 31 March 2021
102-52	Reporting cycle	About this report, p. 2
102-55*	GRI content index	GRI content index, p. 48
Management approach		
103-1	Explanation of the material topic and its boundary	Per material topic – throughout report
103-2	The management approach and its components	Per material topic – throughout report
Economic		
201-2*	Financial implications and other risks and opportunities due to climate change	Climate risk and opportunity, p. 34
205-2*	Communication and training about anti-corruption policies and procedures	Anti-bribery and corruption, p. 15
207-2	Tax governance, control, and risk management	Governance structure, p. 14 Anti-bribery and corruption, p. 15
Environment		
302-1*	Energy consumption within the organization	Data tables, p. 44
305-1*	Direct (Scope 1) GHG emissions	Energy and greenhouse gas emissions, p. 30 Data tables, p. 44
305-2*	Energy indirect (Scope 2) GHG emissions	Energy and greenhouse gas emissions, p. 30 Data tables, p. 44
305-3*	Other indirect (Scope 3) GHG emissions	Energy and greenhouse gas emissions, p. 30 Data tables, p. 44

Indicator	Description	Page reference
306-1*	Waste generation and significant waste-related impacts	Resource and waste management, p. 40
306-2*	Management of significant waste-related impacts	Resource and waste management, p. 40
307-1	Non-compliance with environmental laws and regulations	Environmental management, p. 39
Social		
403-1	Occupational health and safety management system	Employee health, safety and wellbeing, p. 22
403-2	Hazard identification, risk assessment, and incident investigation	Employee health, safety and wellbeing, p. 22
403-3	Occupational health services	Employee health, safety and wellbeing, p. 22
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee health, safety and wellbeing, p. 22
403-5	Worker training on occupational health and safety	Employee health, safety and wellbeing, p. 22
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee health, safety and wellbeing, p. 22



Indicator	Description	Page reference
403-8	Workers covered by an occupational health and safety management system	Employee health, safety and wellbeing, p. 22
403-9	Work-related injuries	Data tables, p. 44
404-1	Average hours of training per year per employee	Data tables, p. 44
404-2	Programs for upgrading employee skills and transition assistance programs	Training and development, p. 29
404-3	Percentage of employees receiving regular performance and career development reviews	Training and development, p. 29 Data tables, p. 44
405-1*	Diversity of governance bodies and employees	Governance structure, p. 14 Data tables, p. 44
413-1*	Operations with local community engagement, impact assessments, and development programs	Community impact and engagement, p. 42
413-2*	Operations with significant actual and potential negative impacts on local communities	Community impact and engagement, p. 42
415-1	Political contributions	Advocacy, policy and government relations, p. 21



