



**TOLL**

**Sustainability  
Report 2022**

# Toll 2022 Sustainability Report

## About this report

This report covers Toll Group's sustainability performance from 1 April 2021 to 31 March 2022 (being the Japanese financial year). This report was developed with reference to the Global Reporting Initiative Standards 2021 (see index p. 52).

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.

Global Express has been excluded from the data this year as the sale of the Global Express operating segment was completed in August 2021. For some metrics, this means a significant year on year movement – we have provided commentary in applicable report sections.



# Contents

<b>Overview</b>		<b>Environment</b>	<b>30</b>
Statement from the Managing Director	4	Energy and greenhouse gas emissions	31
FY22 performance at a glance	5	Climate risk and opportunity	34
Overview of business	6	Environmental management	38
Our material topics and approach	8	Resource and waste management	39
Our stakeholders	10	<b>Community</b>	<b>40</b>
<b>Financial performance</b>	<b>11</b>	Community health and safety	41
Our approach to taxation	12	Community impact and engagement	42
<b>Customer satisfaction</b>		Indigenous engagement	44
Importance of customer satisfaction	13	<b>Data tables</b>	<b>46</b>
<b>Governance</b>	<b>14</b>	People	47
Governance structure	15	Health and safety	49
Anti-bribery and anti-corruption	16	Greenhouse gas emissions	50
Cyber security and privacy	17	<b>Appendices</b>	<b>51</b>
Crisis management	18	GRI index	52
Responsible and sustainable supply chains	19		
Advocacy, policy and government relations	20		
<b>People</b>	<b>22</b>		
Employee health, safety and wellbeing	23		
Labour relations	26		
Talent attraction and retention	27		
Diversity and inclusion	28		
Training and development	29		



# Statement from the Managing Director

**Toll delivered strong financial year results in FY 2022, in what was another challenging year.**

**While the results are pleasing, we know that our success is not measured purely in financial terms. How we achieve our success is equally important. That is why we're committed to sustainability.**

**As a global transport business, we recognise our responsibility to reduce our impact on the environment. It's important not only for Toll but also for our customers, people, and communities.**

**In FY 2022, we made good progress on our journey to sustainability. Some key highlights follow.**

## Materiality assessment

Toll conducted an in-depth materiality assessment in FY 2021, guided by the Global Reporting Initiative Standards 2016 (see our [FY2021 Sustainability Report](#)). In FY 2022, we reviewed our material topics to assess whether they remained reflective of the risks and opportunities that matter to our business performance, our stakeholders, and the impact on society and the environment. The results of the materiality refresh help to inform and deliver our strategy.

The key themes to emerge from the materiality assessment were Energy and Greenhouse Gas Emissions, and Employee Health, Safety, and Wellbeing.

## Energy and greenhouse gas emissions

Fleet is the largest contributor to Toll's emissions which is why we're committed to investing in alternative fuels and an electrified fleet. We're actively investing in programs to explore hydrogen fuel for our heavy vehicles, as well as hybrid and electric vehicles for our light vehicles.

We operate hundreds of facilities worldwide and have committed to designing all new buildings from 2030 to be carbon neutral and using renewable energy across existing facilities.

In April, we announced that 100% of the emissions arising from corporate travel by Toll employees would be offset.

## Safety and mental health and wellbeing

At Toll, we take a holistic approach to wellbeing and focus on mental health, as well as physical safety.

In FY 2022, we made further improvements to our safety performance, reporting an 18% decrease in our Critical Incident Frequency Rate. We achieved a second consecutive year of zero workplace fatalities.

We offer several services to our employees to support mental health including Mental Health First Aid, a global Employee Assistance Program, chaplaincy and other wellbeing programs.

## Community

We recognise that as a good corporate citizen with strong relationships across our communities, we have a role in making a difference to our people, our planet and our partnerships.

We proudly supported communities affected by the floods in northern New South Wales and Queensland, deploying our Toll Ambulance Rescue Helicopter Service to provide critical assistance, as well as donating \$100,000 to the Australian Red Cross and offering financial support to impacted employees.

Outside of Australia, we proudly renewed our flagship community partnership with the AIP Foundation to help deliver road safety campaigns for school students in Thailand.

## Decarbonisation strategy

We are committed to playing our part as the industry develops robust decarbonisation plans, and have engaged an independent third party to support us in creating a roadmap to achieve net-zero emissions by 2050, as well as determine a set of interim emissions reduction targets.

We are also building on our statutory scope 1 and 2 emissions reporting in Australia and developing a global emissions baseline for the Group, against which we will track our efforts.

## Outlook

Toll is well-positioned to deliver continued improvements to our financial and operating performance. In FY 2023, delivering a sustainable business model is a key priority for the company, and we will work closely with the broader industry, government, customers, and our people to deliver on our commitments.

# FY22 performance at a glance



## Financial Measures



**\$7.6b**

Revenue



**\$341m**

EBIT



**Positive**

Net profit after tax



**38%**

Revenue from Asia

## Achievements



**\$100m**

Investment in fleet, facilities and technology



**18% ↓**

In Critical Incident Frequency Rate



**Zero**

Workplace fatalities



**54% ↓**

In major IT incidents



**ISO 27001**

Gold standard information security management



**3,000**

Rescue missions by Toll Helicopter team



**18,000+**

Frontline and office-based roles filled



**200,000**

Followers reached on LinkedIn, 65% ↑

# Overview of business

At Toll, we move the businesses that move the world. Toll Group operates an extensive global logistics network spanning 150 countries, with over 20,000 business customers. We have direct operations in 26 countries, with strong agent partnerships in countries where we are not directly present. To help our customers best meet

their global supply chain needs, we provide a diverse range of transport and logistics solutions covering road, air, sea and rail. 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.



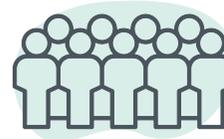
**20,000+**  
team members  
world-wide



**A\$7.6B**  
revenue  
38% from Asia



**Dual headquarters**  
Singapore and Melbourne



**20,000+**  
customers

Proudly part of  
**Japan Post**



**2M** sqm  
warehouse  
space



**Safety Obsessed**

**8.5M**

pallets of groceries delivered



A forwarding network spanning

**150**  
countries

Asia, Australia, North America,  
Europe, Africa & Middle East.



**3,000**  
rescue missions  
performed each year by  
**Toll Ambulance Rescue**



**10,000**  
people placed in logistics  
jobs each year by our Toll  
People recruitment team



**13,000**  
fleet and  
equipment



**400,000**  
air and ocean freight  
shipments annually



**500**  
sites in 25 countries

In August 2021, we sold our Global Express business. This allowed us to streamline our Global Forwarding and Global Logistics business units under One Toll, working together to deliver an integrated supply chain, with end-to-end services for our customers.

# Toll supply chain

## Freight Forwarding Services

From delivering a document or parcel to dangerous goods and bulk commodities, we have the experience, the infrastructure, and the global networks to get freight moving - across towns, across countries and across continents.

**Ocean Freight Forwarding**

**Air Freight Forwarding**

**Multi-Modal Freight Forwarding**

**Domestic Freight Forwarding**

**Customs Clearance**

**Value Added Services**

**Freight Management**

**Consolidation/Deconsolidation**

**Warehousing**

**Cross-Dock Terminal**

**Insurance**

## Logistics & Distribution

We provide sophisticated supply chain solutions, from end-to-end or part solutions, warehousing and distribution, to dedicated transport solutions, across the globe and to some of the most remote corners of the world.

**3PL**

**4PL**

**Lead Logistics Services**

**Warehousing**

**Distribution**

**Specialized Logistics**

**Remote & Resource Logistics**

**Procurement**

**Supply Chain Services**

**eCommerce Fulfillment**

**Vehicle & Fleet Services**

**Port Agency Services**

**Aviation Services**

**Fuel Management Services**

**Base Operating Services**

**Contingency & Sustainment**

**Value Added Services**

## Integrated Logistics Solutions

End-to-end logistics solutions provided through Global Logistics and Global Forwarding and strategic partners.



# Our material topics and approach

Toll conducted an in-depth materiality assessment in FY21, guided by the Global Reporting Initiative Standards 2016 (see our [FY21 Sustainability Report](#) for more details). In FY22, we reviewed our material topics to assess whether they remained reflective of the risks and opportunities that matter to our business performance, and our stakeholders, while having a positive impact on

society and the environment. We conducted management interviews and a desktop review of our internal documents, peer reporting, sustainability trends, and media coverage. We validated our findings within the business, resulting in 18 material topics across five categories, set out below.



## Governance

- Advocacy, policy and government relations
- Anti-bribery and corruption
- Cyber security and privacy
- Responsible and sustainable supply chain



## Customer

- Customer satisfaction and engagement



## People

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



## Environment

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



## Community

- Community health and safety
- Community engagement
- Indigenous engagement

Through our materiality refresh, we identified three topics as enablers that support us to address risks and opportunities, as well as to deliver on our strategy.

- **Rapidly evolving marketplace** has impacted all businesses throughout the COVID-19 pandemic and ongoing geopolitical risks in our operating jurisdictions. Being aware and adaptable to changes in the marketplace is a must.
- **Technology and innovation** are integral to delivering Toll's logistics solutions and advancing our service to customers. Toll seeks to embrace technological advancements to reduce greenhouse gas emissions, enhance data capture and reporting, and inform decision-making.
- **Partnerships** are crucial to Toll in delivering on our strategy. Partnerships allow us to influence and impact a wider group of stakeholders and address risks and opportunities across the supply chain.

We work closely with relevant industry associations to advocate for our sector and drive reform.

### 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
- Road Freight NSW
- Victorian Transport Association
- Japanese Chamber of Commerce and Industry
- Singapore Logistics Association
- Property Council of Australia
- Australian Hydrogen Council
- Gas Energy Australia
- Australia-India Business Council
- Australia-Indonesia Business Council





# Our stakeholders

We engage with our stakeholders through a range of different avenues including 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. 13

Employees

p. 22

Government and regulators

p. 20

Media

Business partners and suppliers

p. 19

Communities

p. 40

Environment

p. 30



# Financial Performance



# Financial performance

In FY22, we delivered revenue of AUD \$7.6 billion and earnings before income tax (EBIT) of \$341 million.

Throughout FY22, we continued to scale up our presence and network in the Asia-Pacific region, which now accounts for 38% of our revenue. In January, we opened our first office in the Philippines. While we have long had a presence in the Philippines through local partners, having a direct presence in-country provides us with more autonomy and control over operations and service quality, streamlining our logistics services.

Southeast Asia is transforming into a key node for global value and supply chains. This is being driven by the ongoing diversification of supply networks as businesses seek to enhance their resilience to global shocks. The sustained rise of e-Commerce in Asia continues to present exciting opportunities for Toll's customers and employees.

## Our approach to taxation

We are committed to operating with transparency, maintaining shareholder value and complying with the tax laws in each jurisdiction that we operate in.

Globally, all Toll Group businesses are supported by our in-house tax function, Group Tax, for 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 in 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 the TRMF, and is available on both the Toll Group intranet and external website

# Customer satisfaction

## Why this matters

We move the businesses that move the world. Understanding and meeting our customers' needs is fundamental to achieving this purpose. Our customers expect increasingly sophisticated, digitised, sustainable and integrated supply chain solutions.

## How we manage this

We support our customers' operational success and sustainability journeys alongside our own.

We engage in meaningful collaborations to deliver the best outcomes for our customers. As a testament to this, 'Toll Transitions' received The Employee Mobility Institute (TEMI) Award for Best Corporate & Service Provider Partnership, alongside our client, the Directorate for Relocation and Housing – Department of Defence. Our Toll Transitions team coordinates Australian defence personnel and their families' relocations to new postings. Our holistic support services include removal and delivery of furniture, long- or short-term storage, organising relocation allowances, and arranging travel and temporary accommodation. This award recognises our commitment to building strong collaborative partnerships focused on operational excellence that positively enhance the customer experience and achieve valued business outcomes.

## Supporting our customers through uncertainty

We take a customer-centric approach, with agility in meeting customers' needs at the core of our business. In FY22, we provided our clients with guidance on navigating increasingly challenging supply chains.

- We hosted four webinars to open a two-way dialogue with our customers and share insights into how to successfully navigate the supply chain disruptions due to the COVID-19 pandemic.
- Our online [Future Logistics Insights Hub](#) offers thought leadership on navigating a changing logistics sector.
- Our report 'Disruption & Innovation: Reshaping Regional Supply Chains', written in partnership with AsiaLink Business, supports customers to strengthen their resilience against risks of future supply chain disruptions.

## Woolworths Primary Connect partnership case study

We tailor efficient and innovative services for our customers. In FY22 Toll reinforced its 20-year relationship with Woolworths, announcing a new five-year partnership with its supply chain and logistics arm, Primary Connect. We will invest over \$24 million in a new fleet to deliver goods to over 380 supermarkets across the Sydney Basin, one of Woolworths' largest delivery catchments in Australia.

Toll will also manage distribution from four Woolworths distribution centres. The new phase of our ongoing relationship will support Woolworths' growth, supply chain resilience and distribution safety with our planned new fleet of 100 prime movers fitted with the most reliable and up-to-date technology.

## Looking forward

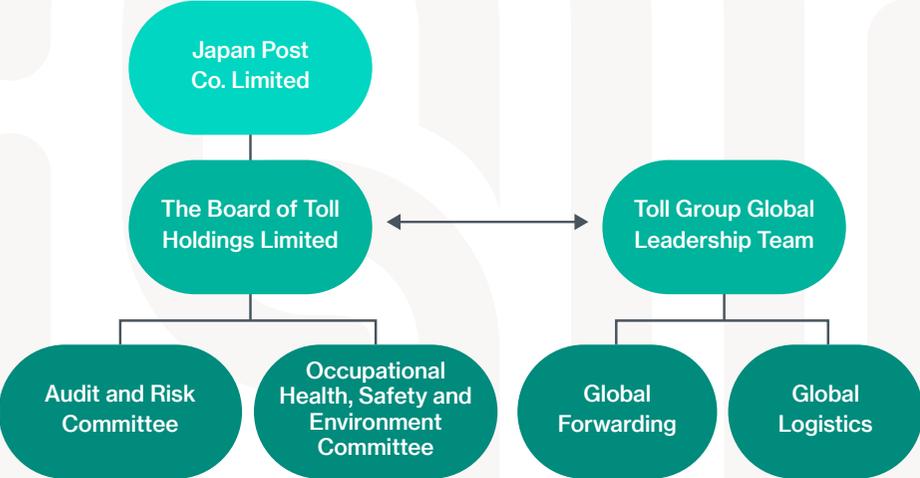
We will continue to actively engage our customers to share our expertise in supply chain management, so we can support our customers in navigating ongoing uncertainties in the industry. We will continue to engage customers through informative webinars and share industry insights and trends. We will also solicit customer feedback and insights about our services and solutions, so we can continue to refine our offering to best serve our customers.



# 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 junior employee. We commit to transparency, acting with care and diligence, respecting the environment, and promoting a safe and healthy work environment.



Toll's parent company, Japan Post Co., engages with Toll throughout many levels of the business. Through the leadership of the Managing Director, the Global Leadership Team (GLT) is responsible for the development and implementation of Toll's strategic plans.

Beneath the Board of Toll Holdings Limited sit two committees:

**The Audit and Risk Committee (ARC)** assists the Board to fulfil its oversight responsibilities relating to the repapering of Toll's financial reports, internal controls, matters pertaining to external auditors and our internal audit function, risk management framework and policy. The ARC also oversees legal, insurance and compliance matters (including tax), and compliance risk management. All high tax risks must be assessed and approved by the ARC. The Security and Compliance Team further supports the Toll Group across compliance matters.

**The Occupational Health, Safety and Environment (OHS&E) Committee** supports and advises the Board on health, safety and environmental risks and impacts, with reference to appropriate laws and governance standards in the countries in which Toll operates. The OHS&E Committee monitors and supports executive management activities to pursue a high-performance safety and environment culture at Toll.

In FY22, we established Equipment and Facilities Working Groups to support improved environmental performance and sustainable technology innovation. The two working groups are comprised of representatives from across the businesses and meet monthly to advance the implementation of sustainability initiatives.

# Anti-bribery and anti-corruption

## Why this matters

Integrity and transparency are amongst Toll's core values. Conducting our business ethically and openly is fundamental to our business, reputation, customer retention and employee engagement.

Reinforcing our defences against bribery and corruption is our priority, alongside fortifying our culture of integrity across all levels of the business.

## How we manage this

Toll does not tolerate breaches of our anti-bribery and anti-corruption policies or unethical behaviour. We seek to empower our employees to respond to corruption risks. We have a suite of policies and standards designed to manage anti-bribery and anti-corruption throughout our operations and supply chain.

### Enforcing our codes

The [Toll Global Code of Ethics](#) expresses our opposition to bribes and facilitation payments, political donations, personal conflicts of interest, and gifts and charitable benefits that could affect our own or others' impartiality in business proceedings. These expectations apply to our operations, partners and suppliers.

The [Toll Group Code of Practice](#) outlines our expectations of all employees across all global operations in relation to bribery and corruption. It outlines procedures employees must undertake if they encounter bribery or suspect corruption within our operations.

The [Toll Group Supplier Code of Practice](#) manages corruption in our supply chains. Our suppliers must sign and comply with this Code, which applies Toll's anti-bribery and anti-corruption standards to partners.

### Facilitating whistleblowing

Our [Whistleblower Policy](#) and the Toll Disclosure Hotline enable our stakeholders to report misconduct and business practices which are inconsistent with our Codes of Practice and Ethics. The independently operated and anonymous hotline is available to employees, suppliers and their relatives to report fraud, unethical or unlawful conduct, and any breaches to our policies. Our whistleblowing system is accessible in multiple languages, 24/7 and via phone or online.

### Managing compliance risks

Our Chief Legal Officer is responsible for all reports about compliance and unethical behaviour. Our security team investigates all reported incidents.

Toll has invested in a dedicated team of compliance experts to support the business with the understanding of its compliance related duties and responsibilities. As a result, Group Compliance has developed adequate compliance programs, internal policies, procedures, and training designed to address potential compliance risks and create a culture of compliance within the business.

# Cyber security and privacy

## Why this matters

Cyber security threats continue to evolve, and Toll must remain vigilant to prevent disruption to our business, employees, customers and wider community. A successful cyber-attack would not only significantly impact Toll's day-to-day operations and employee security but could also critically compromise our customers' experience, from operational disturbances to their own data security.

## How we manage this

In FY22, we continued to strengthen the cyber security infrastructure developed in FY21, to mature our approach in line with the evolving cyber security landscape. We assessed our security priorities and critical assets and renewed our security architecture across the organisation.

In FY22, Toll undertook a range of actions to improve our management of cyber security and technology risks:

1. Reinforced our identity and access management and centralised authentication systems.
2. Commenced management of cyber security risks associated with our separation from Toll Global Express, and planned for FY23 when the majority of separation procedures will occur.
3. Renewed and uplifted our security architecture and rolled out standard cybersecurity processes across the company.
4. Fully migrated to a new Security Operations Centre which monitors for security incidents and vulnerabilities.
5. Achieved ISO 27001 certification across our key sites around the world. This is an international standard on information security management, and demonstrates our commitment to safeguarding information and data.
6. Internally audited and strengthened controls for all areas of our technology.

These actions are part of embedding our Cyber Resilience Program. We have continued the management initiatives established in FY21, including ongoing employee training, further uplift of risk management processes, increasing the usage of our security platforms and driving a robust program of controls review and uplift. These initiatives support Toll to detect, control and contain any incidents while minimising disruption to our customers.

We report regularly to the Board on the status of the Cyber Resilience Program, with indicators including security governance and reporting, network and cloud protection, incident response process and asset lifecycle management.

## Looking forward

In FY23, our intensive Cyber Resilience Program will be finalised, and Toll will transition to a rolling approach to adapting our systems to emerging risks.

# Crisis management

## Why this matters

Our customers depend on us to continue delivering optimal service, even when crisis strikes. Toll needs to be prepared to efficiently and effectively respond to disruption to prioritise our people, and the communities and customers who rely on us.

## How we manage this

In order to prepare for the changing landscape of threats to our business, we are continuously improving and implementing processes to strengthen our resilience.

It can be challenging to engage our business units to strengthen their crisis response plans amid their other responsibilities. To address this, we have implemented a Champions Program; a champion is nominated from each business unit to get the crisis response program up and running, manage documentation, and monitor training completion.

In FY22, Toll established response teams to navigate both increasing cybersecurity threats from rising geopolitical instability and the global shortage of AdBlue. AdBlue is a urea-based fluid that reduces air pollution from diesel engines. The shortage posed a serious risk to the operational continuity of our diesel logistics fleet. Our decisive action to reinforce our supplies of AdBlue, despite the increased cost to our business, supported our operations and protected Toll and our customers from serious disruption until the shortage subsided.

## Our Governance

Our Global Head of Security presents a monthly report to Toll's leadership team, detailing critical incident management and investigations, crisis exercises, and the latest training initiatives.

## Our Policies

Our Critical Incident Management and Business Continuity Standard and Policy underpin our approach to managing risks that threaten our ability to deliver on our business goals, such as security and service continuity.

## Our People

Our Critical Incident Management teams receive induction and annual refresher training in addition to a desktop simulation exercise every 18 months. Our people participate in full-scale crisis drill testing various crisis scenarios. These are performed once every 18 months, at a different site each time. Actual and simulated incidents are evaluated for lessons Toll can learn from to incorporate into our management approach.

## Our Partnerships

Partnerships and collaboration support us to prepare for crisis. In FY22 we worked with crisis management consultants to improve our crisis management approach. The consultants support our business units and operational sites to plan and implement their Business Resilience Plans and facilitate crisis management procedural training. These Plans are required to be updated annually and after every actual incident.

# Responsible and sustainable supply chains

## Why this matters

Toll plays a critical role in the supply chains of our customers. We must responsibly manage our own upstream supply chains to deliver on our stakeholder expectations, in addition to meeting evolving supply chain legislation such as the *Modern Slavery Acts* in the United Kingdom and Australia.

Supply chain challenges during FY22 due to the COVID-19 pandemic, global supply shortages and geopolitical disruptions have reinforced the necessity of maintaining sustainable supply chains.



## How we manage this

We work with an extensive network of suppliers, subcontractors and agents. Our procurement includes products and services used in our transport and warehousing activities, such as trucks, planes, ships, and IT equipment. We also engage agents and subcontractors for professional services like HR, IT and safety. In many cases we have long-standing relationships with our vendors, and in other cases short-term arrangements are made with alternative suppliers based on our customers' needs.

The documents which govern our approach to modern slavery and supply chain risks include:

Toll Modern Slavery and Human Trafficking Statement FY21

Toll Group Anti-Human Trafficking and Modern Slavery Policy 2021

Toll Group Standard Conditions of Contract for Procurement of Goods and Services

Toll Group Supplier Code of Practice

When seeking a supplier, our process offers equal opportunity to our vendor base. We evaluate vendors' adherence to our procurement terms and conditions and Supplier Code of Practice through our Compliance Due Diligence questionnaire, which includes qualitative and quantitative metrics. We reserve the right to audit our suppliers. If a supplier's actions are inconsistent with our Supplier Code of Practice, this may result in remedial action or termination of the contract.

Throughout FY22, we consolidated our number of suppliers to form more collaborative relationships and prioritised those with whom we cooperate on sustainable supply chain issues. We are in the process of introducing quarterly business reviews with our key suppliers to discuss and improve our shared sustainability outcomes alongside other aspects of performance. During these reviews we will discuss initiatives for sustainable procurement supported by innovation and leading practice developments within the suppliers' sectors.

We aim to increase our procurement spend with Indigenous businesses in Australia to contribute to sustainable communities and diversity within our supply chain (see Indigenous Engagement for more details).

# Advocacy, policy and government relations

## Why this matters

Toll operates across numerous diverse international jurisdictions. The sustainability and efficiency of our operations depends on our understanding of the evolving regulatory and policy landscape and, where appropriate, advocating for the interests of the logistics industry and its customers.

Collaboration with governments is critical to preparing ourselves for future environmental policy developments. We also provide our industry expertise via thought leadership so that policy makers can develop and deliver on the most effective strategies for the logistics sector.

## How we manage this

Our government and industry relationships are managed and coordinated by our Head of Government and Regulatory Affairs, who regularly engages with senior political and public service leaders.

Responsible advocacy is important to Toll, and Toll requires compliance with our [Global Code of Ethics](#) in each country where we operate.

We participate in industry consultation processes, with a view to advancing and embedding sustainability and innovation in the logistics sector. We contribute to government taskforces which respond to crises in the

logistics sector, such as the recent shortages of AdBlue (a urea-based fluid that reduces air pollution from diesel engines) and significant disruption to road and rail transport due to significant floods. This collaboration achieved the rapid implementation of domestic AdBlue supply capacity with urea from the fertiliser industry, and Toll connected with these new suppliers to keep our diesel fleet running.

In FY22 we remained closely engaged with governments and other key stakeholders about the COVID-19 pandemic and associated restrictions. Industry and government collaboration kept trucks moving across Australia navigating border restrictions and driver shortages. While COVID-19 prevented us having face-to-face meetings with government during FY22 and posed challenges to advancing our sustainability agenda, Toll continued to engage with senior policy makers and maintain industry leadership in this space. We look forward to enhancing our proactive consultation as COVID-19 restrictions continue to recede.

In Asia, Toll is engaged in the development of the 'Singapore-Australia Green Economy Agreement'. This bilateral agreement seeks to strengthen government and business engagement in the development of technologies to advance environmental objectives, including decarbonisation.

## Case Study 'Hydrogen Highways'

In FY22 we hosted the launch of the new 'Hydrogen Highways' initiative at our Prestons facility in Sydney. This followed our long-term engagement with the NSW Hydrogen Strategy taskforce, through which we advocated for government and industry collaboration and investment in hydrogen technology development for long-haul transportation and prime movers. The initiative is rolling out hydrogen refuelling infrastructure along Australia's busiest freight corridor, the east coast. Memorandums of understanding were signed between the NSW, Victorian and Queensland State Governments to advance the hydrogen corridor strategy.

Toll has contributed to the states' planning for this initiative, providing expertise on how the project can best meet the logistics sector's needs.

Hydrogen has great potential for our future fleets covering long distances with heavy loads. This infrastructure will provide certainty for our operations that service major interstate routes between Sydney, Melbourne and Brisbane, but this can only be the beginning. Technological innovations require government support and investment to achieve commercial viability beyond pilot programs. Toll therefore continues to advocate to government to support industry developments, so we and the broader logistics industry can continue to securely invest in hydrogen fleets.

## Intermodal freight terminals

Intermodal terminals support the consolidation, storage and transfer of freight between rail and road journeys. Investment in intermodal terminals is critical to increasing logistics capacity and efficiency. In response to the 2022 Federal Government budget commitments to fund new intermodal freight terminals in Victoria, Toll hosted the Australian Logistics Council's roundtable discussion with the Minister for Communications, Urban Infrastructure, Cities and Arts, the Hon Paul Fletcher MP. The government's commitment to this infrastructure will facilitate a nationally connected and efficient logistics sector, benefitting Toll's ability to move the businesses that move the world.

## Sanctions

In 2022, Toll settled a civil matter with the US Treasury Department's Office of Foreign Assets Control (OFAC) for historical violations of international sanctions between 2013 and 2019. Toll voluntarily self-disclosed these violations and cooperated with OFAC to investigate the extent of the violations. OFAC ruled the violations were non-egregious and acknowledged Toll has taken extensive actions to remedy compliance gaps, including risk mapping, internal audits, restructuring our compliance division and implementing sanctions compliance training programs.

We are determined to be vigilant in complying with international sanctions. We reinforced this commitment in FY22 with the onset of sanctions against Belarus and Russia in the wake of emerging geopolitical tensions; we have implemented a policy prohibiting shipments passing through these countries, other than in circumstances where an exemption has been provided (e.g. for humanitarian aid).

## Looking forward

Toll will continue to support public policies which advance the uptake of existing sustainable technologies across the logistics sector and advocate for further research and development of innovative solutions. We will contribute to government initiatives to advance green hydrogen technologies and seek new and ongoing partnerships to advance our ambitions for a green logistics sector. Toll is looking to engage broader stakeholders – taking further industry leadership on environmental and sustainability objectives across key Asia markets in FY23.



# People

# Employee health, safety and wellbeing

## Why this matters

The work we do at Toll can present potential challenges to the health, safety and wellbeing of our employees. The nature of our work is fast paced and often requires interaction with pieces of equipment and different types of materials, some hazardous. Our work can also pose mental health risks through sedentary roles and social isolation. This combination of physical and mental health risks makes employee health, safety and wellbeing our main concern as an organisation. It is our top priority that our employees go home safely every day.

## How we manage this

### Health, Safety, Environment and Quality management

Across our business, Health, Safety, Environment and Quality management (HSEQ) is at the core of our operations and integrated into every aspect of the way we work.

Toll has a Global HSEQ Management System that is intended to meet the legal requirements in all countries of operation, and covers all workers regardless of employment type. It is our united way of working across Toll's entire operations. This 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 are reported, investigated and managed through an incident management system.

Our Annual HSE Plans outline in detail what we will do, and when, to deliver our 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.

HSEQ training needs are identified and delivered in line with our Competence, Training and Behaviour procedure. The training is a requirement so that everyone 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.

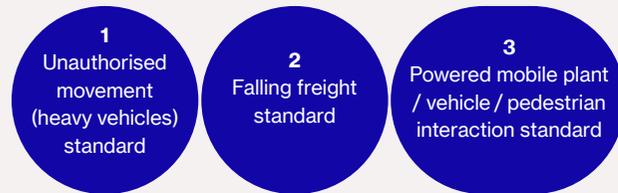


## Critical Risk Management Program

Toll operates in a high risk, operationally diverse and dynamic environment. Our Critical Risks Management (CRM) program defines the processes, roles and responsibilities for management of all critical risks across Toll. The CRM Standards set the minimum requirements for all applicable Toll sites to implement and develop a baseline level of control over a specific risk.

A total of seven critical risks were identified by our steering committee, based on FY19–20 critical incident data.

In FY21, we developed CRM Standards for our top three critical risks. In FY22 these three new standards were implemented across 271 Toll sites, with plans to continue rolling out at applicable sites.



In FY22 we also began developing our next two critical risks standards, which will be implemented in FY23:



In FY23, we will conduct audits across high-risk sites to verify implementation of the Critical Risk Standards.

## Safety Obsessed Leaders

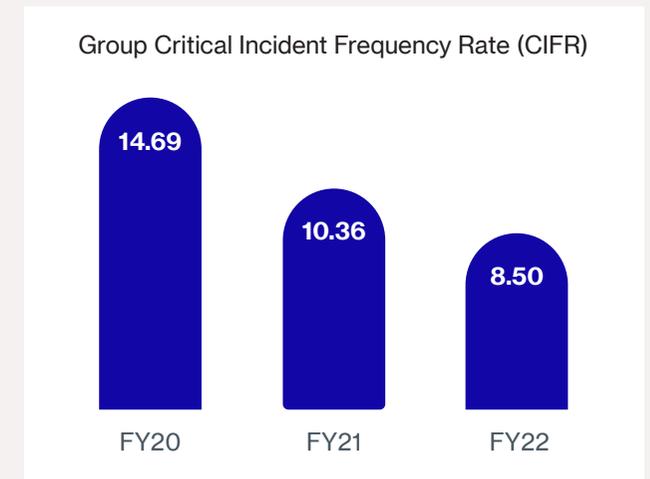
We are committed to building a culture that prevents incidents and injuries, to promote genuine care for the health, safety and wellbeing of our people, customers, communities and the environment. Our 'Safety Obsessed' strategic priority ensures a focus on employee health and safety.

To maximise the safety culture of our business, we focus on each individual's responsibility for the safety of themselves as well as everyone around them. We encourage a culture of taking responsibility for one another's safety, so that each employee can be a safety leader. Our Safety Obsessed Leadership workshops, training and resources empower people across Toll to speak up, look out and actively care for themselves and each other.

Across the year, we delivered 61 Safety Obsessed Leadership workshops to 731 participants across Toll's business units in Australia. In FY23, we will take our Safety Obsessed Leadership Program global, launching next in Singapore.

## Measuring our performance

Our Board monitors lead and lag indicators monthly. Our lead indicators include safety conversations conducted, timely Significant Safety Incident Investigation completion and closeout of actions. Our key lag indicator, the Critical Incident Frequency Rate (CIFR), combines Significant Safety Incidents, Lost Time Injuries and Medical Treatment Injuries.



## COVID-19 Response Plan

Toll is proud of how well our teams stayed safe while navigating the disruptions and uncertainty throughout the COVID-19 pandemic. Across the globe, we had no facilities shut down due to COVID-19. As we return to a more normal life, staying safe remains our priority. We continue with our COVID-19 Response Plan, implemented by all Toll-managed sites to keep our people safe and ensure we can continue to serve our customers.

The following key controls apply to all Toll sites/locations globally:

- Maintaining high standards of personal hygiene and conducting regular cleaning
- Physical distancing (as per local and country guidelines)
- Wearing face masks, face coverings or face shields as mandated by local authorities or customers, or where physical distancing cannot be maintained
- Communicating with employees so that they understand how and when to self-isolate or quarantine if needed (as per local and country guidelines)
- Staying home is a must for anyone feeling unwell or has any signs/symptoms
- Following the relevant in-country requirements and guidelines as directed by local authorities and government. This includes but is not limited to COVID-19 vaccinations, testing (PCR/RAT/ART), travel, quarantine, self-isolation, PPE and other local and/or country-specific restrictions and policies.

In FY22, we established vaccination hubs across key locations, providing vaccines on a voluntary basis to all our employees, including casuals, contractors, and subcontractors. We also introduced paid vaccination leave and a vaccination reward programme to say 'thank you' to our team members for getting vaccinated and playing a vital role in protecting our people and our community.

## FY22 wellbeing highlights

We are just as focused on our people's mental wellbeing as we are on their physical wellbeing. Company-wide, we are committed to raising awareness, deepening understanding, and taking action around mental health and wellbeing. We achieve this through a range of programs and measures that all Toll employees around the globe can benefit from.

### Mental Health First Aid (MHFA)

MHFA is a national not-for-profit health promotion charity working to bridge the knowledge gap on mental health assistance, teaching people the skills to help someone they are concerned about.

Toll is proud to be recognised as a Gold Level MHFA Workplace. Through MHFA's new Engaging Leaders Program, we are building our workforce knowledge and capability of MHFA. In FY22 we trained over 100 people in MHFA.

### Employee Assistance Program (EAP)

Our EAP service has been expanded to a three-tier model for mental health and wellbeing.

1. EAP support is now available 24/7 through the partnership of Converge International, ICAS World and Vitae.
2. Connect Psyche offers our employees direct access to a psychologist.
3. Trauma Centre of Australia provides expert support for those affected by critical or major incidents.

### Industry Engagement

In Australia our work with industry bodies has allowed us to support mental health across the transport sector. Highlights of this include:

- Toll's role in designing industry-specific components to be included in the MHFA training program.
- Our role in the development of the [RUOK in Transport](#), which was launched this year.
- Our contribution to a LifeLine industry-focused training program.

### Partnerships

Toll recognises that mental health is an industry- and community-wide issue, which is why we support, partner and gain insights and education from many sources.

We support industry-specific groups such as [Healthy Heads In Trucks and Sheds](#) and [Steering Healthy Minds](#), which are focused on mental wellbeing in the transport and logistics community. We also support general mental health charities such as [RUOK](#) and [Movember](#). We continue to support [TrackSafe](#), Australia's only harm prevention charity focused on reducing deaths, injuries and near hits on the rail network.

# Labour relations

## Why this matters

The nature of the industries in which Toll operates in means that it has a high level of union membership and complex industrial arrangements, particularly in its Australian businesses. Compliance with industrial regulation as well as maintaining positive relations with unions is important to us as it mitigates risks relating to compliance and other employee claims and/or disputation, as well as maintains employee satisfaction and engagement.

With an increased focus on wage and conditions compliance, together with supply chain disruptions and increased union activism, we must protect the fair and competitive working environment of our employees, so as to continue to attract and retain quality workers, as well as minimise the risk of disputation.

## How we manage this

We are committed to fair and compliant working conditions for all our employees. We will continue to engage in carefully planned collective negotiations with employees and unions where applicable, to ensure that we secure fair and competitive conditions of employment.



# Talent attraction and retention

## Why this matters

Toll's success depends on teamwork, and that means attracting and retaining the best talent. In FY22, supply chain disruptions and subsequent service demands have made talent attraction and retention even more critical to enable us to continue delivering the best service to our customers.

## How we manage this

We use our values-led culture to attract talented people who align with our vision as a business.

Our recruitment in FY22 was particularly focused in Asia, aligning with our strategy to be the logistics partner of choice in the region. We have established ten country-specific pages in Toll's career site, each in the local language and including video resources, to improve accessibility and inclusion in our recruitment drives.

We have reduced our reliance on external recruiting agencies, and instead, we are using alternative in-house methods through our global talent acquisition model. For example, in China we use WeChat to connect with potential employees directly. This has lowered our recruitment costs as well as improve our communication with new talent.

In FY22, we implemented several new initiatives in relation to the promotion of Toll's employment brand. These include: increasing the number of LinkedIn followers by 1700% (78,000 new followers), 40+ employee story videos and developed the Employee Value Proposition (EVP) for key locations such as Penang and Pune.

Following recruitment, we provide our employees with a range of benefits and support networks to ensure the

best workplace experience. We have expanded our onboarding program to 90 days, with the Toll experience starting even before that, when employees accept the role and receive one of our new digital employment offer contracts. Our buddy system ensures new employees have support throughout their first 90 days with us.

We support the balance between work and parental care, which is why this year we have updated our parental leave policy in Australia. We now provide full pay for 14 weeks for a primary carer, and two weeks for a secondary carer, in addition to any paid government parental leave entitlements. Additionally, we offer flexible working conditions to support our employees' commitments outside of work, such as job sharing, working from home, part-time work and gradual re-entry/exit arrangements.

## Looking forward

We are continuing to focus on promoting our brand as this is critical to support business growth. In FY23, we are introducing new programs for talent advocacy, e-brochures for our key regions, additional EVP development and new talent communities for critical/niche skills.

# Diversity and inclusion

## Why this matters

It is important that Toll's workforce reflects the diversity of our customers and communities, so that our stakeholders feel represented and our employees feel included. However, the transport and logistics sector is not as advanced as it should be, and there is still a lot of progress to be made by Toll. We are working to lift our business and the sector through initiatives around gender, culture, ability and LGBTQ+ representation.

## How we manage this

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.

Due to the global reach of our business, we must recognise the nuances between countries where we are present, and how diversity and inclusion needs to be considered in the local context. Through consultation with our global team, our strategy considers these differences.

Toll is a foundation sponsor of the Wayfinder program, which works to increase gender diversity in the supply chain industry. Wayfinder research has identified that employing more women not only relieves pressure from talent attraction and retention but increases the success of the business.

We believe that an inclusive workplace starts with inclusive leaders addressing and shifting underlying mindsets. For this reason, we provide training programs on diversity and inclusion aimed at our leaders. See Training and Development for more details.

## Looking forward

We are piloting inclusion training to create awareness around diversity and subconscious bias. This is being delivered to select teams in the coming year, before it is rolled out across the Group. We will begin the process of reviewing and optimising our Talent Acquisition end-to-end processes to deliver on our diversity recruitment goals and launch our first female driver traineeship program in June 2022.

# Training and development

## Why this matters

Being part of an industry that is constantly evolving with technology and innovation, it is vital that our employees update their knowledge through continued training. Our training and development programs are designed to ensure that our workforce is highly qualified and ready to respond to any situation to provide the best service to our customers.

## How we manage this

**At Toll we value strong leadership throughout our ranks, to build stronger teams.**

In FY22 we improved and expanded our learning curriculum for our global employees.

- **Professional Development:** New program launches include Giving and Receiving Insightful Feedback, Presenting Online and Executive Presence.
  - Giving and Receiving Insightful program has been designed to help People Leaders develop the knowledge and skills required to effectively manage performance within the Toll Group environment through insightful feedback
  - Presenting Online with Confidence and Executive Presence is aimed at providing the critical skills to delivering impactful messages and effective communication at different job levels

- **Management and Leadership Development:** We refreshed and introduced several new programs that include Leaders as Coach, Creating High Performance Team and Creating High Performance Organisation
  - Leaders as Coach workshop allows participant to experience with a proven coaching model that they can immediately use in their role. The virtual workshop incorporates the very best practices of professional coaches and content from external experts in leadership training
  - Creating High Performance Team and Creating High Performance programs have been designed to help People Leaders develop a deeper understanding of the skills, leadership practices and behaviours that underpin a high performing team within a complex global supply and logistic environment.

Many of our training programs are offered virtually and where needed, are also available in local languages to engage with more of our workforce. We continue to offer the online learning platform, Skillsoft to our employees to enable self-paced learning. Employees have access to thousands of learning assets in areas of leadership development, business skills, digital and Lean Awareness.





# Environment



# Energy and greenhouse gas emissions

## Why this matters

The transport sector is a significant contributor to global greenhouse gas emissions. As a global logistics business, we have a responsibility to reduce our greenhouse gas emissions and play our part in tackling climate change. By reducing our greenhouse gas emissions, we can support our customers who are working towards their own emissions reduction targets.

## How we manage this

We procure alternative energy sources where we can, in line with our Environment Policy. We continue to require both translucent sheeting and LED lighting on new buildings to reduce overall lighting demand.

### Energy efficiency in our Singapore sites

We are developing significant solar capacity at three key sites in Singapore – Clementi Loop, Toll City and Toll Offshore Petroleum facilities. Our Toll City site, one of the largest Toll sites in the world, has received a Gold Certification in Leadership in Energy and Environmental Design (LEED). LEED buildings are on average 25%–30% more energy efficient than regular buildings.

Our LEED initiatives at Toll City include making sustainable choices of architectural components, types of paint and adhesives, cooling and ventilation, and implementation of rainwater harvesting. Our energy efficient fans installed in non-temperature-controlled warehouses create a cooling effect and increase air circulation. Smart LED intelligent lighting systems with motion sensor assistance reduce our energy consumption. All these improvements increase productivity, reduce greenhouse gas emissions and are cost effective.

Our Equipment Working Group meets monthly to identify ways to reduce the environmental impact of our operational equipment. In the short-term, this means improving our fuel efficiency through higher productivity vehicles.

### Truck productivity

Through the use of larger trucks, we can increase load efficiency, which reduces fuel usage and overall greenhouse gas emissions. We have already seen these benefits by implementing super B-double trucks across Australia. Super B-doubles are recognised as one of the most productive and safe vehicle types in operation. They use an estimated 18% less fuel to undertake the same workload as regular B-doubles.

We continue to procure more efficient trucks as the technology becomes available. Larger A-double trucks have a greater load efficiency over the more common B-double trucks. We conducted an analysis of our regular 838km route from Port Melbourne to Ingleburn and found that switching truck sizes results in financial and environmental saving.

### Across the 838km route...



For a longer-term solution to greenhouse gas emissions, our Equipment Working Group is exploring alternative fuels for our transport and logistics solutions. We are seeking to lead the industry through customer partnerships and investment.



For **fleet**, our focus is on fuel cell (hydrogen) and battery electric vehicles. Both of these options will require technology and infrastructure development through government and industry investment. Through our partnerships with Viva Energy (see below) and on the 'Hydrogen Highways' project (see page 20) we are supporting the transition away from combustion engines.



**Air freight** is the transport mode with the highest emission intensity. In freight forwarding, we are helping customers explore modal shifts as a solution. Transporting cargo from air freight into sea freight (or a combination of the two) can create efficiencies which assist customers to reach their supply chain environmental targets.



**Rail transport** is a lower emissions option for land freight due to its capacity for large volumes and potential for renewable energy. According to the International Energy Association, rail transport is the most electrified transport sector with 50% of rail freight powered by electricity.



Despite being much less carbon intensive than air freight, **sea freight** contributes significantly to global carbon emissions, due to the high volume of shipping traffic. We have piloted biodiesel blends (derived from agricultural and waste products) in our marine operations and will continue trialling alternative fuels as they emerge.

## Case Study Partnership with Viva Energy

In FY22, we launched our partnership with Viva Energy to increase hydrogen-fuel accessibility and adoption in Australia. The project will see the development of a Hydrogen Refuelling Station in Geelong, Victoria. The station will be Australia's first publicly accessible, dedicated heavy vehicle hydrogen refuelling station, and is expected to commence operations in late 2023. We will be providing two hydrogen-powered prime movers to support Viva Energy in their operations, demonstrating to the industry the capabilities of hydrogen-powered trucks.

The project received a \$22.8m grant from the federally-funded Advancing Renewables Programme through ARENA. In addition, the Victorian Government contributed \$1 million to the infrastructure build of the project via its Renewable Hydrogen Commercialisation Pathways Fund.

In Singapore, the government's Green Plan 2030 includes the cessation of all diesel car and taxi registrations from as early as 2025, with a broader focus on shifting to electric vehicles (EVs). This will require a great deal of additional infrastructure to be built around the country to support EV charging. To facilitate this transition, we have begun to expand our EV capabilities. Our Singapore Automotive Hub is now equipped with EV chargers, for multiple car models, to facilitate pre-delivery and maintenance for our customers. Our Singapore subsidiary ST Logistics has recently launched several electric cars with the intent to transition their whole fleet progressively.

### Why this matters

Over the next year, we are building our strategy to decarbonise our business. This will include a broad suite of facility and equipment initiatives aimed at bringing greenhouse gas emissions to net-zero. In support of decarbonisation we have committed to a number of key measures.

The following key controls apply to all Toll sites/locations globally:

- Offset 100% of our corporate travel-related emissions. Our offset projects include supporting clean, renewable energy in emerging economies as well as the protection of ancient rainforests and the native wildlife that depend on them.
- Use of 100% electric forklifts across our operations by 2025.<sup>1</sup>
- From 2025, all newly constructed facilities, either owned or leased will have a green building rating applicable for that country by the World Green Building Council, such as Green Star /LEED.
- From 2030, all new Toll-owned buildings will be designed to be carbon neutral.
- By 2030, using 100% renewable electricity across all our properties, utilising solar and/ or power purchase agreements. This will include at least 50% of our buildings having renewable energy generating capacities, such as solar.

<sup>1</sup> For less than nine tonne and exclusive of Major Hazard Facilities

### FY22 greenhouse gas emissions data<sup>1</sup>

Category	FY22 emissions (tCO <sub>2</sub> -e)
Scope 1 <sup>2</sup>	196,629
Scope 2 <sup>3</sup>	20,540
Scope 3 <sup>4</sup>	42,589

<sup>1</sup> Prior year greenhouse gas emissions data is not included in this report due to the sale of Global Express in August 2021, which impacts the comparability of data year on year. In future reporting periods we will aim to report comparable data.

<sup>2</sup> Australia only, Japanese financial year

<sup>3</sup> Australia only, Japanese financial year

<sup>4</sup> Combination of global employee commuting and flight data, and Australia only hire car and sub-contractor fuel usage data.

We continue to seek and develop opportunities to partner with our customers on alternative fuel vehicles. Although these technologies are not widespread yet, more investments and an increase in demand will increase their accessibility. Our customers have high ambitions for the technology, and we will continue to support them.

### Case Study Toll Hackathon

The recent Toll Hackathon was an opportunity for our employees to engage in the business' efforts to reduce GHG emissions and contribute their own innovation ideas. The successful event saw 67 Toll contestants taking part in 12 locations worldwide, working collaboratively for seven hours to overcome some of Toll's business challenges. The winning innovation was an app that focused on reducing our carbon footprint by assisting drivers to make better fuel choices, while improving driver safety.

# Climate risk and opportunity

## Why this matters

The Transport and Logistics sector is highly exposed to climate risk. Toll is exposed to physical risks as the climate changes potentially disrupting our operations and transition risks as the economy decarbonises. We are committed to limiting global warming in alignment with the Paris Agreement goal of well below 2°C. We need to understand climate risks so that we can mitigate them, harness the opportunities that arise, and play our part to limit global warming.

## How we manage this

In FY21, we assessed our climate risks and opportunities, informed by the Task Force on Climate-related Financial Disclosures' (TCFD) recommendations. We will continue to update the disclosures annually, in line with the recommendations.

## Governance

Our environment team works closely with our risk management team to identify and manage climate-related risks and opportunities. The Audit and Risk Committee govern our climate-related risks and opportunities at Board level. Details of Toll's sustainability governance structure can be found on page 15.

Our next steps will be to incorporate the governance of climate-related issues into Board and relevant Board committee charters, including processes to inform the Board on climate-related issues and how they will be monitored. We will assign management-level roles for assessing and managing climate-related risks and opportunities.

## Risk Management

We performed a group-level qualitative climate risk scenario analysis in FY21. The analysis identified and assessed specific climate-related risks and opportunities across our value chain. We used three scenarios 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

- 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'

### Moderate emissions scenario

- 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/tCO<sub>2</sub>-e by 2030

### Low emissions scenario

- 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/tCO<sub>2</sub>-e by 2030

The assessment included interviews with internal stakeholders, desktop research, and climate modelling data related to the IPCC 5th Assessment Report. Risks and opportunities were identified by teams across our value chain, including those in environmental management, risk management and customer facing roles. The likelihood and impact criteria from our enterprise risk management framework defined the prioritisation of these risks and opportunities.

Our next steps will be to integrate specific climate-related risks and opportunities into our annual enterprise risk management process. In doing so, these risks need to be considered relative to other business risks and incorporated into our Enterprise Risk Register and risk management processes as appropriate. These will then guide our future strategic response options.

## Strategy

Through conducting our climate risk assessment, we improved our understanding of our overall business risk profile. This understanding is key to strategy development and increasing our resilience in all regions in which we operate, particularly in Asia where we are continuing to grow our business presence.

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 low to critical. 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, rising sea levels. Acute impacts are events-driven, such as flooding.

Below, we have outlined the most significant impacts under the high and low emissions scenarios, together with our strategic response.



High emissions scenario

Low emissions scenario

Risk/Opportunity	TCFD risk type	Potential impact to business	Management response and strategy
<p><b>Risk:</b> Average temperature rise  <b>Inherent impact rating:</b> Critical  <b>Time horizon:</b> 2050</p>	Physical: chronic	<p><b>Increased operational and capital expenditure due to:</b></p> <ul style="list-style-type: none"> <li>Decreased performance and thermal comfort for mobile and fixed assets</li> <li>Asset, inventory and infrastructure damage and increased resilience requirements</li> <li>Increased heat stress for labour force</li> <li>Higher insurance excess/premiums</li> </ul>	The consideration of climate resilience is embedded in our procurement policies. We reduce Toll's exposure to climate-related risks by adopting the latest efficient and climate-resilient technologies. We reduce the impact of average temperature rise in our facilities through design principles, such as efficient heating and cooling.
<p><b>Risk:</b> Increased frequency and severity of acute physical risks (e.g., bushfires, cyclones, flooding, heatwaves)  <b>Inherent impact rating:</b> High  <b>Time horizon:</b> 2050</p>	Physical: chronic	<p><b>Decreased revenue, increased operational and capital expenditure, and increased legal costs related to staff injury claims due to:</b></p> <ul style="list-style-type: none"> <li>Asset, inventory and infrastructure damage and increased resilience requirements</li> <li>Disruptions to operations and logistics networks</li> <li>Decreased thermal comfort and performance for mobile and fixed assets and hence increased cooling demands and fuel consumption</li> <li>Heightened staff health risk or mass stranding due to inaccessible roads and public transport or linehaul driver fatigue from rerouting</li> <li>Interruptions to energy/power supply (e.g. grid electricity)</li> <li>Reduction in value of land/facilities in areas rezoned as flood areas</li> <li>Higher insurance excess/premiums</li> </ul>	<p>Toll's business continuity plans consider extreme climatic events.</p> <p>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 considered as part of our strategic planning and capital allocation. This includes planning for changing customer demands, pricing impacts and future technological needs because of the projected changes in physical climate conditions.</p>
<p><b>Risk:</b> Introduction of carbon pricing (e.g., emissions trading scheme, carbon tax, carbon import tax/tariffs)  <b>Inherent impact rating:</b> Critical  <b>Time horizon:</b> 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).	We have reduced our potential carbon pricing exposure through technology and innovation that reduces the greenhouse gas emissions from our facilities and operations.
<p><b>Risk:</b> Increased stakeholder expectations for climate mitigation efforts from Toll, including the provision of low-carbon logistics solutions  <b>Inherent impact rating:</b> Critical  <b>Time horizon:</b> 2025, 2030, 2050</p>	Transition: Reputation	<p><b>Decreased revenue and loss of access to capital</b> 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 regularly engage with our key stakeholders to understand their expectations on climate change.</p> <p>We regularly review our business strategy to identify and mitigate emerging risks.</p> <p>We will review climate change mitigation and resilience measures that ensure continued service delivery to our customers.</p>
<p><b>Opportunity:</b> 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)  <b>Inherent impact rating:</b> High  <b>Time horizon:</b> 2025, 2030</p>	Transition: Energy source	<p><b>Decreased operational expenditure:</b> 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>	We continue to procure low-carbon energy sources where we can, including alternative fuels. Through our partnership with Viva Energy and the Hydrogen Highways project, we are already taking the opportunity to be a first mover in our sector and develop hydrogen infrastructure.
<p><b>Opportunity:</b> Adoption of resource efficiency technologies  <b>Inherent impact rating:</b> High  <b>Time horizon:</b> 2025, 2030</p>	Transition: Resource efficiency	<p><b>Decreased operational expenditure:</b> 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>	A focus of our Equipment and Facilities Working Groups, we continue to improve the efficiency of our energy usage, both in our facilities and to power our vehicles.

## Metric and targets

We continue to keep an inventory of our Scope 1, 2 and 3 greenhouse gas emissions in Australia. See pg 50 for further details. We track the following metrics:

### Energy and fuels: Diversification of energy sources, supporting a transition to a low-carbon future

- Percentage of energy usage from renewable sources
- Global scope 1, 2 and 3 emissions

### Fleet and facilities: Setting environmental standards and leading practice in Toll assets

- Percentage of fleet with Euro 5 or 6 green standards
- Number of buildings with certified sustainability ratings (e.g. Green Star<sup>1</sup>, LEED<sup>2</sup>, BREEAM<sup>3</sup>, CASBEE<sup>4</sup>)

<sup>1</sup> <https://new.gbca.org.au/rate/green-star/>

<sup>2</sup> [Leadership in Energy and Environmental Design](#)

<sup>3</sup> [BRE Environmental Assessment Method](#)

<sup>4</sup> [Comprehensive Assessment System for Built Environment Efficiency](#)

## Looking forward

Pressure on our industry to develop stronger decarbonisation plans is intensifying. This year, we embarked on a thorough review of how our business strategy should respond to these pressures, which led to our Board committing to achieving net-zero emissions for Toll Group by 2050.

We are taking a deliberate and analytical approach to this question over the coming months. Specifically, we intend to determine a set of interim emissions reduction targets, and further study the economics and sequencing of initiatives to achieve those targets. We are also building on our statutory scope 1 and 2 emissions reporting in Australia to develop a global emissions baseline for the group, against which we will track our efforts. Finally, we are identifying which enabling capabilities, systems and processes require improvement to ensure we have both the capacity and capability to reach our goals.

# Environmental management

## Why this matters

We operate in diverse environmental locations and it is important that we protect these areas from any potential damage due to our operations. Parts of our business include the transport, handling and storage of dangerous goods, both onshore and offshore. Incidents involving 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 a suite of environmental policies that support the business to comply with local environmental regulations, no matter which part of the world we operate in. In some jurisdictions where regulations are weaker, we go beyond compliance to ensure that we are operating at industry standard. We had no significant environmental incidents or infringement notices in FY22. We have a global mandatory standard for all operations, which is managed as part of our Health, Safety, Environment and Quality (HSEQ) management system. This includes the implementation of environmental standards, practices and procedures to identify and manage our material environmental risks. Some of our sites have ISO14001 certification due to the requirements of the operations at those sites, including the addition of our South Korea site in FY22. To further employee capabilities and awareness, we began rolling out environmental risk management training to relevant personnel in our Australian workforce, with a focus on spill management. We will expand this training globally in the coming years.

## Looking forward

In FY22, we began building a more detailed operational environmental risk profile by conducting environmental risk assessments at all our sites globally. These will be completed to build a more accurate and detailed picture of the risks at each of our operations worldwide. While we currently have an overarching understanding of our risk profile, the site assessments will provide us with a comprehensive understanding of the environmental risks present in our operations. From there, we can evaluate whether we have all the appropriate risk mitigation strategies in place and take action to address any gaps.

# Resource and waste management

## Why this matters

To deliver on our environmental commitments, we have a responsibility to minimise reliance on virgin materials and decrease waste production through increased recycling and reuse where possible.

## How we manage this

The majority of our waste is 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. All our waste is managed by a third-party facility manager.

Our facilities working group seeks to identify opportunities for resource efficiency and reuse. In FY22, we piloted waste minimisation programmes at some of our key sites in Sydney, Australia. The pilots will provide us with a baseline which we will use to develop a waste minimisation procedure that we hope to roll out across business units and divisions and ultimately make standard across the group.

A pilot was run at one of our Prestons sites in partnership with the key customer where we increased diversions to recycling to over 80%.



**WASTE BIN PAPER /  
CARDBOARD ONLY**



**WASTE BIN PLASTICS  
STRAPS ONLY**



**WASTE BIN  
PLASTICS ONLY**

Toll is looking to employ an environmental manager to build upon this pilot to operationalise these initiatives. This role entails working with a consulting firm specialising in waste management as Toll looks to deploy these actions across the broader business.



# Community

# Community health and safety

## Why this matters

Our Safety Obsessed mindset extends beyond our workforce to our communities. We are responsible for transporting dangerous goods including chemicals, flammable fuels, and corrosive substances. Protecting our customers' and communities' safety across all regions where we operate is core to how we do business.

## How we manage this

We want all our drivers and the communities who share our roads to get home safely. Our Compliance Policy requires all our drivers to adhere to legislated truck load restrictions, dangerous goods safety standards and all road laws. Our trucks are fitted with the latest safety systems to reduce accidents on the road, including facial recognition technology to identify driver fatigue.

In FY22, Toll recorded 1,155 motor vehicle incidents. The most common incidents involved striking fixed objects while driving, being hit by another vehicle, and reversing into fixed objects. We saw a 60% reduction in motor vehicle incidents in the previous year, and this is largely attributed to our divestment of Toll Global Express and the associated reduction in the number of vehicles. We aim to further reduce our incidents against this new baseline.

Our Dangerous Goods Policy governs how we safely store and handle hazardous products to protect our employees, communities, and environment. While we have a strong safety record and recorded no dangerous goods breaches in FY22, we have not been immune to accidents in the past and we diligently implement dangerous goods management to prevent harm in the future.

We seek to limit our impact on the communities we operate in by minimising noise pollution from our operations and implementing risk mitigation strategies to reduce the risk of hazardous spills.

## Supporting our communities through COVID-19

While COVID-19 hindered some of our community engagement initiatives, we were determined to support our communities throughout the crisis. We launched Project SMILE in response to a COVID-19 outbreak in Thailand during FY22. In August 2021, our team collected and delivered more than 37,600 items of essential medical equipment, food and supplies to a new 1,300-bed hospital in Samut Prakan. Toll matched the personal donations made through Project SMILE, contributing over AU\$10,000 to community health. Following this first round of donations, Toll provided further essential supplies and donated \$5,200 to two other hospitals in March 2022, Bangna 2 and Bangbo.

During the month-long lockdown in Xi-an, China, our team continued working around the clock amid the restrictions to make sure essential food supplies were delivered to the local community.

# Community impact and engagement

## Why this matters

Toll has a responsibility to the communities in which we operate. We aim to build strong relationships with our communities, foster meaningful collaboration, and make a difference where we can most effectively contribute to critical local causes. Our community engagement is key to continued support from local stakeholders and maintaining our social license to operate.

## How we manage this

We engage at the local level and actively participate in our local communities.

Our community engagement activities focus on four areas where we believe we can add the most value and have the greatest impact. While disaster relief, safety and wellness, the environment, and education have always been important to us, we redesigned our community impact strategy in FY22 for a greater focus on these four material areas.

## Toll's community strategic pillars

### Disaster relief:

We support projects that aim to alleviate the impact of natural disasters and increase access to essential goods for the affected communities.

### Promoting safety and wellness:

We support projects that enhance the safety and wellness of workers in the transport industry and contribute to a safer industry for the broader benefit of local communities.

### Protecting the environment:

We prioritise projects that protect the health and wellbeing of the environment.

### Education and training:

We support projects that promote education and career opportunities that are aligned with our industry, especially programmes that promote diversity and support women and Indigenous communities.

Disaster relief case study

### **Toll ambulance helicopters and Red Cross donations in Toll's flood response**

Supporting communities affected by the flood crises in northern NSW and Queensland has been a priority for Toll in 2022. The Toll Ambulance Rescue Helicopter Service was deployed to provide critical crisis assistance. We also donated \$100,000 to the Australian Red Cross in March 2022 to support recovery in flood-affected areas. This was in addition to the financial support provided to Toll employees and their families who were impacted by the floods. This support included additional disaster recovery leave and a \$2000 payment to impacted employees.

Protecting the environment case study

### **16,000 trees**

To commemorate Earth Day in 2022, we partnered with One Tree Planted to plant 16,000 trees for reforestation across Asia and the Pacific. These trees will help restore damaged ecosystems including mangroves and forests, and increase carbon storage.

Education and training case study

### **Toll Technology Centre sponsors 10,000 women and children in India for education and financial independence**

Toll works to empower those in our communities to lead better lives. The Toll Technology Centre partners with NGO Gramin Vikas Kendra (GVK) in Pune, India. In FY22, we announced our sponsorship of two community programmes supporting women and children. The Kids Education Program and Single Women's Upliftment Program support over 10,000 women and children across 30 villages to access education and achieve financial independence.

## **Looking forward**

In FY23, we will continue to find new ways to deepen our relationship with local communities and contribute to building a better environment and society.



# Indigenous engagement

## Why this matters

Toll has a significant presence across urban, regional, and remote Australia. As such, we touch the lives of many groups of Aboriginal and Torres Strait Islander peoples. We have a responsibility to support Australia's journey towards reconciliation with Aboriginal and Torres Strait Islander peoples and to recognise their rich cultural histories, diversity and contributions. Our communities and customers expect that we build Indigenous participation and engagement.

## How we manage this

We envision an Australia where everyone is understood and celebrated. Our Innovate Reconciliation Action Plan (RAP) 2020-2022 is our public commitment to embracing Indigenous and Torres Strait Islander peoples, cultures and histories. The RAP outlines our targets and timelines to achieve them, and designates responsibility to personnel across the business.

Our RAP Committee includes representatives from across the business, including Aboriginal and Torres Strait Islander employees. We have completed the first draft of our fourth RAP for release in FY23, which will renew our commitment to reconciliation.

We collect data on Aboriginal and Torres Strait Islander workforce representation in our HR system by voluntary disclosure, with quarterly reporting on employment statistics per division and role. In FY22 1.35% of our workforce identified as Indigenous<sup>1</sup>.

We aim to increase Indigenous representation throughout Toll in the future by continuing to build a culture of acceptance that will encourage Indigenous people to apply for roles and allow our existing Indigenous employees to feel safe and supported to disclose their identity.

Our procurement spend with Indigenous-owned businesses was lower in FY22 than in FY21 due to changes in vendor relationships and we are working to improve in this area. Our partnership with Supply Nation supports us in strengthening our policies on Indigenous procurement. We are also forming additional supplier relationships to increase our Indigenous spend in FY23. We have commenced a three-year partnership with the Indigenous Defence & Infrastructure Consortium (IDIC), which supports procurement for infrastructure projects through their Indigenous-owned member businesses.

<sup>1</sup> In FY22 we began including casual employees in our indigenous employment figures

Toll's procurement spend with Indigenous-owned suppliers (in \$M)		
	FY21	FY22
Tier 1 spend	\$12.1M	\$8.7M
Tier 2 spend	\$0.4M	\$0
Total Spend	\$12.5M	\$8.7M

## Promoting awareness

We have engaged the Indigenous-owned Wayarang learning and design agency to develop a Cultural Awareness learning module. This will be rolled out to all Australian employees from our trucks to our offices during FY23.

We promote reconciliation through observing NAIDOC and National Reconciliation Week and provide an internal SharePoint site to report on Indigenous engagement activities across the business.

In FY22, we distributed Acknowledgement of Country plaques to all Australian Toll sites for display in their reception areas. The first on our agenda during our major internal events was to pay our respects to the Traditional Owners of the lands on which we meet. We engaged local Elders and Custodians to perform a Welcome to Country in English and in Traditional Language if the Custodian wishes. This is followed by an Acknowledgement of Country from Toll. We have shared information on our internal SharePoint site to support Toll employees to engage with local Custodians with appreciation and cultural awareness.

## Economic empowerment

We are members of Supply Nation, developing procurement policies that direct spending to the Indigenous business sector. We have also partnered with IDIC to direct more of our infrastructure procurement spend towards Indigenous businesses.

## Working in partnership

We maintain an Indigenous Employee Network that gives Toll management and Aboriginal and Torres Strait Islander employees the opportunity to come together and enhance Indigenous Australians' workplace experience.

## Looking forward

We plan to draft and release a suite of documents in FY23 to drive increased Indigenous engagement and support.

- In FY22, we drafted our fourth RAP and engaged a Ngiyampaa artist for his design. The RAP will be reviewed by our RAP Committee and released during the first half of FY23.
- We are drafting a new Indigenous Engagement Plan to reflect our renewed drive for improvement.
- To address our reduced Indigenous spend in FY22, we will draft and formalise our first Indigenous procurement strategy in the next year. We will move to reviewing our Indigenous spend quarterly, rather than annually, to monitor our progress.

### Engagement with Māori communities

In New Zealand, we partner with KiwiRail to operate Te Kupenga Mahi. This network brings Māori culture into the workplace and supports cadetships and employment opportunities for Māori communities throughout Toll.



# Data Tables

# People

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

Gender	Permanent	Temporary	Total
Female	3,148	457	3,605
Male	6,098	467	6,574
Not specified	2	0	2
Not recorded	90	14	104
<b>Total</b>	<b>9,338</b>	<b>947</b>	<b>10,285</b>

## Total number of employees by employment contract (full-time and part-time), by gender

Gender	Permanent	Temporary	Total
Female	3,432	173	3,605
Male	6,494	80	6,574
Not specified	2	0	2
Not recorded	101	3	104
<b>Total</b>	<b>10,029</b>	<b>256</b>	<b>10,285</b>

## Percentage of employees per employee category, by gender

Management Level	% Female	% Male	% Not specified	% Not recorded
Managing Director	0	100	0	0
Executive	12.5	87.5	0	0
BU or Group General Manager	18.75	81.25	0	0
Senior Manager	26.56	73.13	0	0.31
Manager	33.5	66.37	0.07	0.07
Team Leader	38.08	61.72	0	0.2
Individual Contributor	35.57	63.15	0.01	1.27
<b>Total</b>	<b>35.05</b>	<b>63.92</b>	<b>0.02</b>	<b>1.01</b>

## Percentage of employees per employee category, by age

Management level	% Under 30	% 30-50	% Over 50	Not Reported
Managing Director	0	100	0	0
Executive	0	37.5	62.50	0
BU or Group General Manager	0	37.5	59.38	3.13
Senior Manager	1.56	64.69	31.56	2.19
Manager	7.35	70.67	19.56	2.43
Team Leader	14.83	66.13	17.64	1.4
Individual Contributor	23.63	48.58	25.64	2.14
<b>Total</b>	<b>20.15</b>	<b>52.99</b>	<b>24.72</b>	<b>2.15</b>

## Learning and development

Management level	Average hours of training that Toll employees have undertaken during the reporting period	Percentage of employees who have participated in the formal Performance Review process
<b>By gender</b>		
Female	6.65	77%
Male	4.24	51%
<b>By management level</b>		
Executive	6.82	100%
BU or Group General Manager	6.20	100%
Senior Manager	8.53	100%
Manager	8.35	100%
Team Leader	8.06	100%
Individual Contributor	4.29	50%

# Health and safety

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

Indicator	FY22, after sale of Global Express		FY21, including Global Express	
	Employees	Contractors	Employees	Contractors
Fatalities	0	0	0	0
Number of high-consequence work-related injuries (severity rating of moderate and above)	63	8	172	25
Rate of high-consequence work-related injuries	2.06	0.73	2.11	0.80
Number of recordable work-related injuries (all lost time injuries and medically treated injuries)	272	28	1,035	233
Rate of recordable work-related injuries (total recordable injury frequency rate, TRIFR)	8.91	2.54	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			
<b>Number of hours worked</b>	<b>30,522,532</b>	<b>11,019,461</b>	<b>81,420,108</b>	<b>31,078,538</b>

# Greenhouse gas emissions

## FY22 Australian energy consumption and Scope 1 and 2 GHG emissions (tCO<sub>2</sub>-e)

Category	Fuel and energy consumption (GJ)	Emissions (tCO <sub>2</sub> -e)
<b>Facilities</b>		
Scope 1: City gas/Natural gas	717	37
Scope 2: Electric power	87,604	20,540
<b>Fleet</b>		
Scope 1: Aviation gasoline	81,549	5,518
Scope 1: Diesel/Gas oil	2,698,650	184,107
Scope 1: Motor gasoline	2,080	125
Scope 1: Aviation kerosene (AvTur/Jet A1)	4,452	311
Scope 1: Heavy fuel oil (used in ships)	250,330	6,532
<b>Total energy consumed</b>	<b>3,134,382</b>	
<b>Total Scope 1 emissions</b>		<b>196,629</b>
<b>Total Scope 2 emissions</b>		<b>20,540</b>

## FY21 Australian Scope 3 greenhouse gas emissions (tCO<sub>2</sub>-e) – top 5 contributors

Category	Emissions (tCO <sub>2</sub> -e)
Capital goods	3,956
Fuel-and energy-related activities (not included in Scope 1 or Scope 2)	28,502
Business travel <sup>1</sup>	784
Employee commuting <sup>2</sup>	3,469
Downstream transportation and distribution	5,878
<b>Total</b>	<b>42,589</b>

<sup>1</sup>Includes Australian hire cars and global flights

<sup>2</sup>Includes Toll employees globally



# Appendices

# GRI index

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards.

\*Asterisk indicates disclosure is partially met

Indicator	Description	Page reference
<b>GRI 2 General Disclosures</b>		
<b>The organisation and its reporting practices</b>		
2-1	Organisational details (including legal name, ownership, and locations of headquarters and operations)	Overview of business, p. 6
2-2	Entities included in the organisation's sustainability reporting	Overview of business, p. 6
2-3*	Reporting period, frequency and contact point	About this report, p. 2
<b>Activities and workers</b>		
2-6*	Activities, value chain and other business relationships	Overview of business, p. 6
2-7*	Employees	Data tables, p. 47
<b>Governance</b>		
2-9	Governance structure and composition	Governance structure, p. 15
2-11	Chair of the highest governance body	Governance structure, p. 15
2-14	Role of the highest governance body in sustainability reporting	Governance structure, p. 15
2-15*	Conflicts of interest	Anti-bribery and corruption, p. 16
<b>Strategy, policies and practices</b>		
2-22	Statement on sustainable development strategy	Statement from the Managing Director, p. 4
2-23	Policy commitments	Throughout report
2-24	Embedding policy commitments	Throughout report
2-25*	Processes to remediate negative impacts	Anti-bribery and corruption, p. 16
2-26	Mechanisms for seeking advice and raising concerns	Anti-bribery and corruption, p. 16
2-27*	Compliance with laws and regulations	Throughout report
2-28	Membership associations	Membership of associations, p. 8

Indicator	Description	Page reference
<b>Stakeholder engagement</b>		
2-29	Approach to stakeholder engagement	Our stakeholders, p. 10
<b>GRI 3 Material Topic Disclosures</b>		
<b>Material topics</b>		
3-1	Process to determine material topics	Our material topics and approach, p. 8
3-2	List of material topics	Our material topics and approach, p. 8
3-3	Management of material topics	Throughout report
<b>GRI 200 Economic Disclosures</b>		
<b>Economic performance</b>		
201-1*	Direct economic value generated and distributed	Financial performance, p. 12
201-2*	Financial implications and other risks and opportunities due to climate change	Climate risk and opportunity, p. 34
<b>Indirect economic impacts</b>		
203-1*	Infrastructure investments and services supported	Community impact and engagement, p. 42
<b>Anti-corruption</b>		
205-1	Operations assessed for risks related to corruption	Anti-bribery and corruption, p. 16
205-2	Communication and training about anti-corruption policies and procedures	Anti-bribery and corruption, p. 16
<b>Tax</b>		
207-1*	Approach to tax	Our approach to taxation, p. 12
207-2*	Tax governance, control and risk management	Our approach to taxation, p. 12
<b>GRI 300 Environmental Disclosures</b>		
<b>Energy</b>		
302-1*	Energy consumption within the organisation	Data table, p. 50

Indicator	Description	Page reference
<b>Emissions</b>		
305-1*	Direct (Scope 1) GHG emissions	Data table, p. 33
305-2*	Energy indirect (Scope 2) GHG emissions	Data table, p. 33
305-3*	Other indirect (Scope 3) GHG emissions	Data table, p. 33
<b>Waste</b>		
306-1*	Waste generation and significant waste-related impacts	Resource and waste management, p. 39
306-2*	Management of significant waste-related impacts	Resource and waste management, p. 39
<b>Environmental compliance</b>		
307-1	Non-compliance with environmental laws and regulations	Environmental management, p. 38
<b>GRI 400 Social Disclosures</b>		
<b>Occupational health and safety</b>		
403-1	Occupational health and safety management system	Employee health, safety and wellbeing, p. 23
403-2	Hazard identification, risk assessment, and incident investigation	Employee health, safety and wellbeing, p. 23
403-3	Occupational health services	Employee health, safety and wellbeing, p. 23
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee health, safety and wellbeing, p. 23
403-5	Worker training on occupational health and safety	Employee health, safety and wellbeing, p. 23
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee health, safety and wellbeing, p. 23
403-8	Workers covered by an occupational health and safety management system	Employee health, safety and wellbeing, p. 23
403-9	Work-related injuries	Data tables, p. 49

Indicator	Description	Page reference
<b>Training and education</b>		
404-1	Average hours of training per year per employee	Data table, p. 48
404-2	Programmes for upgrading employee skills and transition assistance Programmes	Training and development, p. 29
404-3	Percentage of employees receiving regular performance and career development reviews	Data tables, p. 48
<b>Diversity and equal opportunity</b>		
405-1	Diversity of governance bodies and employees	Data tables, p. 47
<b>Local communities</b>		
413-1*	Operations with local community engagement, impact assessments, and development programmes	Community impact and engagement, p. 42
413-2*	Operations with significant actual and potential negative impacts on local communities	Community health and safety, p. 41
<b>Socioeconomic compliance</b>		
419-1*	Non-compliance with laws and regulations in the social and economic environment	Advocacy, policy and government relations, p. 20