

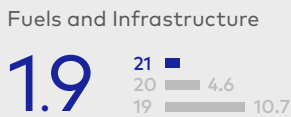
Sustainability

Keeping our people, customers, environment and community safe was a strong focus in 2021.

Safety



Total Recordable Injury Frequency Rate¹



Days Away from Work Injury Frequency Rate²



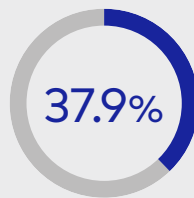
Process safety



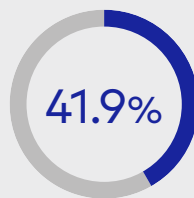
People



Female representation at leadership level



Overall female representation



Cultural health score



Environment



Carbon emissions³

Fuels and Infrastructure



Convenience Retail



0 major spills
(Vol (l) >= 8,000L)

8 minor spills
(160 < Vol (l) < 8,000L)

1 marine spill
(Any quantity)

0 significant environmental events⁴

Community



Total community investment⁵



Community complaints



Supporting the education of more than



ASSOCIATED UN SDGs



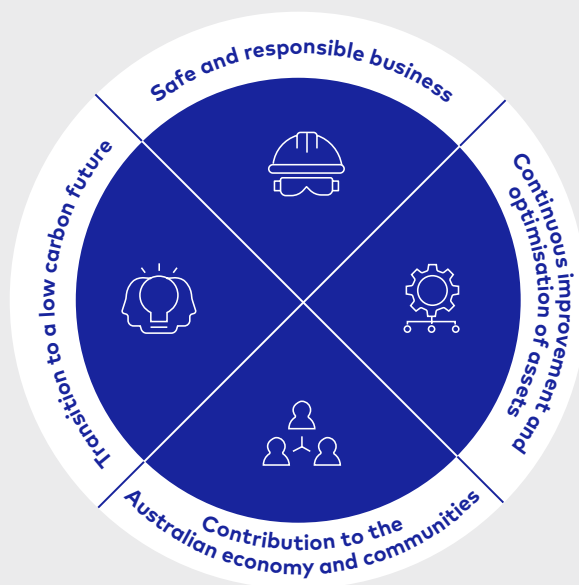
Aligning our approach with global standards

To help play our role in addressing the significant sustainability challenges our world faces, we have mapped out the United Nations Sustainable Development Goals (SDGs) against our Sustainability Strategy.



In 2020, we also became a signatory to the United Nations Global Compact.

- 4 Quality education
- 7 Affordable and clean energy
- 8 Decent work and economic growth
- 9 Industry, innovation and infrastructure
- 10 Reduced inequalities
- 13 Climate action



Strategy and approach

In executing our corporate strategy and delivering on our company purpose – *Powering better journeys, today and tomorrow* – we recognise the need to take a responsible and long-term view to delivering sustainable value for our customers, shareholders, local communities and employees.

Our approach involves making sustainability core to decision making and balancing environmental, social and governance aspects with our broader strategic objectives.

In 2019, we prepared a three-year Sustainability Strategy, which is an integral part of our overarching corporate strategy.

We have defined sustainability across four pillars

Safe and responsible business

Being safe and ethically responsible in how we do business. Developing and looking after our people to support the delivery of our strategy

Continuous improvement and optimisation of assets

Delivering operational excellence, utilising resources efficiently

Contribution to the Australian economy and communities

Generating economic benefits for Australia and helping to develop communities in the areas where we operate

Transition to a low carbon future

Future-proofing Ampol and supporting our customers in the transition to a low carbon future. Engaging with our key stakeholders, including shareholders

Safe and responsible business

Significant improvement in personal safety performance

In 2021, Ampol delivered significant improvement in safety performance, including a reduction in both recordable injuries and days away from work.

Fuels and Infrastructure achieved a 59% reduction in TRIFR (from 4.6 to 1.9) and a 27% reduction in DAFWIFR as a result of the continued focus put on personal safety through the delivery of fit-for-purpose projects and campaigns. Key initiatives delivered included a peer support program at the refinery to support employees facing personal challenges affecting their mental health and wellbeing and a Fit For Work program delivered in the aviation business, focusing on degenerative conditions across the employee lifecycle.

Convenience Retail delivered a 54% reduction in TRIFR (from 10.1 to 4.6) and a 50% reduction in DAFWIFR, resulting from an improved and embedded safety culture following the completion of the transition from franchise operations. Strengthening safety culture was a key priority during the year, with leadership-driven safety communications, ongoing safe work practice communication, dedicated projects for re-engineering higher risk tasks and a refreshed core compliance assurance program driving considerable improvements.

Protecting the environment

Several programs were delivered in our Fuels and Infrastructure business in 2021 to improve environmental outcomes and reduce emissions. This included the commencement of a fleet replacement program to replace Ampol's truck fleet with modern, diesel engine technology that is expected to generate an estimated 23% reduction in fleet carbon emissions. Emissions from the use of fuel in our business operations are also being offset through participation in our carbon neutral fuel pilot program. We also introduced our first EV to our fleet to support our Brisbane Depot operations.

1. Total number of occupational injuries per one million hours worked. Occupational injuries include an injury requiring days away from work, restrictions in the work performed or medical treatment.
2. Total number of days away from work per one million hours worked. Days away from work is defined as the number of days a worker is certified by a physician to be unfit to perform normal duties, starting from the day after the incident occurred.
3. Emissions estimates are prepared in accordance with the Australian National Greenhouse and Energy Reporting Determination 2008. This includes emissions and energy consumption at corporate offices, pipelines, depots, diesel stops and marine fuels.
4. A Class 2 or 3 environmental event resulting in 3 months or more remediation effort.
5. Total community investment includes cash donations, funds raised from customers in our retail network, in-kind support (including provision of fuel products), employee contributions, volunteering hours and management fees.
6. Clontarf Foundation: 9,250; Stars Foundation: 2,500; The Smith Family: 480; Ampol Best All Rounder: 2,040.

Sustainability continued

In our Convenience Retail business, a number of initiatives were delivered to improve environmental risk management, including implementing a refreshed Underground Petroleum Storage System (UPSS) risk model, enhancing our Statistical Inventory Reporting Analysis (SIRA) tools and proactive equipment integrity testing, as well as the commencement of a multi-year risk-based UPSS replacement program together with the roll-out of Automatic Tank Gauging (ATG).

Engaging our people

We delivered our second Ampol Culture Survey in 2021, which helps us measure the key drivers of cultural health and how the attributes of employee motivation, positivity and cultural inhibitors change over time. Our 2021 result showed a 9-point improvement on the previous year, from 63% to 72%, and is reflective of action taken to improve our culture.

Diversity and inclusion was a key focus area during the year, with a new executive sponsor appointed to ensure appropriate senior representation on our Diversity and Inclusion Council.

Our employee-led working groups, Women in the Fuels Industry (WIFI) and the Rainbow Alliance, continue to play an important role in driving key diversity initiatives across the business. In 2021, the Rainbow Alliance delivered LGBTQ+ awareness training to the Ampol Leadership Team, rolled out the use of gender pronouns, released an inclusive language guide and collaborated with WIFI to celebrate LGBTQ+ women.

We were proud to release our first Modern Slavery Statement in 2021

The release of our Modern Slavery Statement followed a comprehensive process to understand the risks and opportunities within our supply chain. Pleasingly, our Modern Slavery Statement ranked 19th in Monash University's ASX100 2021 Modern Slavery Disclosure Quality.

Continuous improvement and optimisation of assets

Reducing waste and improving energy efficiency

Identifying cost-effective energy efficiency and optimisation opportunities remains a focus, and in 2021 we developed Energy Management Plans for our Convenience Retail and Fuels and Infrastructure businesses. These outline the approach we will take towards the implementation of energy management measures to meet our public carbon reduction commitments, and include initiatives such as solar PV installation, LED lighting upgrades, power factor correction and behaviour change opportunities across our retail network. We will also be focused on improving efficiency in our Fuels and Infrastructure business through process unit and utility optimisation, furnace optimisation and heat transfer projects at our refinery, as well as solar PV installation, LED lighting and air conditioning upgrades, power factor corrections and other process improvements at our terminals.

Waste reduction is also an area of focus, with new programs put in place during the year to improve resource efficiency, from design through to our operating practices. This has included a range segmentation process to reduce food wastage across our retail network, as well as the commencement of a trial with Oz Harvest to rescue and donate fresh produce items from our Ampol Woolworths Metro stores that would otherwise be wasted.

Contribution to the Australian economy

In 2021, as we continued to revitalise the Ampol brand and commit to communities, we made significant progress with our community investment strategy.

Despite the impact of COVID-19, we increased the total financial contribution to community programs and increased employee volunteering hours and contributions through our workplace giving program, Fuelling Change.

Leveraging our retail network and employees

In 2021, Ampol was proud to leverage its national retail network to make a difference for communities by raising funds for The Smith Family and Surf Life Saving Australia.

Through the passion of front-line employees and the generosity of customers, Ampol raised over \$343,000 for The Smith Family's Winter Appeal, with funds going directly to their *Learning Clubs* program, which provides targeted educational support to Australian children from disadvantaged backgrounds based on their individual needs.

The success of the Winter Appeal was followed by the Donate to Save Lives campaign for Surf Life Saving Australia, delivered in November, with Ampol raising \$145,000 for Surf Life Saving.

Career mentoring and support

In 2021, 24 employees committed more than 190 hours in various career mentoring activities, including careers forums with both Clontarf Foundation and Stars Foundation and one-on-one career mentoring.

Employees also participated in The Smith Family's *iTrack* program, which connects students in Years 9 to 11 to adult mentors who provide advice and help them explore post-school options. Ampol also delivered a *Work Inspiration* session with The Smith Family, where a class of students from Western Sydney were provided insights into Ampol's operations and into the range of potential careers across the organisation.



Part of Ampol's partnership with the National Rugby League as naming rights sponsor of Ampol State of Origin, at each 2021 series game Ampol delivered a unique two-day experience for under 9s boys and girls school rugby league teams.

The experience included an education session with a rugby league star, stadium tour, tickets, jerseys, a half-time game on the field as well as a \$5,000 grant. The Clontarf Foundation also participated in the program by supporting the young teams through coaching and broader event support. A total of \$50,000 in grants were provided to the participating schools in 2021, helping to support grassroots community sport and improve access to sport for young children.



Relaunch of Fuelling Change and employee volunteering

In 2021, we relaunched our workplace giving program, Fuelling Change. Over the past 10 years, more than \$1.3 million has been donated to selected charities through this program.

Over the course of the year, following a relaunch campaign that included the implementation of a new registration platform, engagement with executives and an event at our Lytton refinery, funds contributed to the program increased by 51% on 2020.

Employee volunteering was also a strong focus during the year, with our people committing 404 hours to support both our Foundation partners and other charitable organisations across the country.

Transition to a low carbon future

2022 strategy

In 2021, we reviewed and updated our approach to climate risk following the delivery of our three-year climate risk strategy established in 2019. Our approach moving forward in 2022 will focus on four key areas, including: strategic and business planning to inform decision making; carbon management; policy, disclosures and engagement; and governance.

Enhancing our approach to capital allocation and climate modelling

To support our Future Energy and Decarbonisation strategies, we recognise that we will need to deploy capital over the coming years and, as a result, we have embedded these considerations into our capital allocation framework.

Our investments in future energy will be return seeking, however we expect payback periods to be longer given the uncertain pace and development of the energy transition. We have adopted a phased and risk-managed approach to capital allocation so that we invest in a balance sheet efficient manner. Our approach includes the introduction of a carbon price into the decision-making process and assessing investments under a number of climate scenarios.

In preparing the Future Energy and Decarbonisation strategies, we also engaged consultants to undertake a climate scenario analysis for a better understanding of how we are positioned for different climate futures. We have now brought our climate modelling in house and have prepared the Ampol Integrated Assessment Model. This model focuses on three core climate scenarios (1.5°C, 2°C and -2.6°C trajectories) for how the Australian economy could decarbonise. This modelling will be used to help inform strategic decision making and portfolio optimisation, and to assess the resilience of our portfolio and investment decisions.

Linking climate performance to remuneration

We have strengthened the link between executive remuneration and the delivery of our Future Energy and Decarbonisation strategies. Measures on operational emissions reductions and on products sold to customers now represent 10% of the short-term executive scorecard.

From 2022, the 10% component applied to executive remuneration will be paid with respect to 2025 Scope 1 and 2 emissions targets and abatement projects, as well as Scope 3 emissions intensity reduction goals, including e-mobility, hydrogen and biofuels initiatives.



Ampol is a proud member of the Australian Climate Leaders Coalition

The Australian Climate Leaders Coalition is a group of Australian corporate CEOs that support the Paris Agreement commitments and have set public decarbonisation targets. In 2021, we contributed to and welcomed the release of the Climate Leaders Coalition's "Roadmap to 2030 – Shifting to a Low Carbon Future", a pragmatic guide for business leaders to deliver emissions reductions.