

Sustainability Performance – People



People

Empowering communities and our people

2022 Safety performance

Fuels and Infrastructure

Safety performance is always a high priority for our Fuels and Infrastructure businesses. In 2022 we saw an increase in Total Recordable Injury Frequency Rate (TRIFR) of 4.2 (up from 1.9 in 2021) and a total of 15 recordable injuries (up from 7 in 2021). The rate of impacted days away associated with these injuries also increased by 38%. A review to find opportunities to improve these outcomes identified ways to further strengthen relevant business systems and a Contractor Safety Intervention was undertaken in the second half of 2022 for the relevant departments and has delivered improved results. Improvement initiatives have also been identified for delivery in 2023.



Fuels and Infrastructure *continued*

Process Safety

We recorded one Tier 2 process safety incident at Lytton refinery in the second half of the year, which involved the release of approx. 2,000 litres of flammable oil mixed with water via a pump vent left open whilst transferring slop oil from tank to tank. The release was safely contained within the Oily Water Separator system as per design.

Personal Safety

We also recorded one Category 2 personal injury at Cairns Terminal where a worker placed a hand in a pinch point during a crane lift resulting in a crush injury.

Safety improvement initiatives

Whilst we have seen a decline in safety performance in 2022 compared to the previous year, we have undertaken several interventions and implemented personal safety improvement initiatives to improve safety performance in 2023.

Such initiatives include:

- Several proactive programs including mental health leadership training, Strains and Sprains prevention (Move for Life) and a Finish Strong campaign concentrated on identifying the hazards and risks associated with everyday tasks.
- Regular field visits by the Safety and Sustainability Committee and the Leadership team.
- Scheduled activities such as Safe System Inspections (SSIs) and Loss Prevention Observations (LPOs) identifying improvement opportunities.
- Contractor management and interventions to minimise recordable injuries when undertaking routine activities that are seen as lower risk.

Convenience Retail

Being a leader in safety culture is an important driver of our Convenience Retail strategy. In 2022, our Total Recordable Injury Frequency Rate (TRIFR) has reduced to 3.5 (from 4.6 in 2021) with a total of 27 recordable injuries throughout the year (from 34 in 2021). Pleasingly, for the second year in a row, there have been no Category 2 injuries recorded.

Improvements in our safety performance have been achieved through continued strengthening of our safety culture and strong focus on safety behaviours. Initiatives delivered include:

- A store-based program to encourage all team members to flag hazards that they identify in their workplace.
- A continual leadership approach to safety communication whereby senior managers have driven messaging regarding safety behaviours, positive safety culture and learnings around incidents and near misses. Our retail leaders have conducted 3,801 safety leadership visits to sites in 2022.
- Ongoing safe work practice communication through regular and predictable safety messaging and sharing of 'safety stories' through our updated safety black spot program.
- Continued implementation of our multi-year security framework to apply controls to higher risk sites.

Z Energy (Z)

Z Energy's commitment to the safety of employees has not wavered, with a strong operational safety record being maintained in 2022. Over the nine months to the end of December 2022, Z saw an increase in incidents of staff abuse by customers, a trend that is seen across much of New Zealand's retail sector. Z is continually redesigning workplaces to ensure staff safety at retail service station sites, including increasing video monitoring. In addition to this, there has been a spike in 'ram raids' throughout 2022 in New Zealand. In an attempt to make Z's retail service stations a 'harder target' from ram raids, Z has been working on addressing these security risks through interventions such as improving outdoor lighting, reducing hedges, installing CCTVs on potential access points, making access to stores difficult such as through bollards and strengthening automatic doors.

To find out more read Z Energy's Annual Report for the nine months to 31 December 2022, available at the end of February 2023.

People and culture

In October 2022 we sought feedback from our employees through our third consecutive annual culture survey, utilising the Ernst & Young Culture Fitness Diagnostic tool to better understand how we can accelerate our performance through our culture and the way we work.

We are pleased to see that our overall strong cultural health, which combines motivation, positivity and cultural inhibitors, was maintained over the past 12 months. Our 2022 result of 70%, is down one percentage point from 71% in 2021, and we achieved a five percentage-point increase in survey participation to 83% in 2022.

The results showed us that our people are excited to see the transformation of our culture and have great pride in working for Ampol. While some of the results varied across business areas, enterprise-wide we saw an uplift in our employees:

- Feeling connected to our strategy;
- Having pride in our purpose and values as Ampol ambassadors; and
- Receiving greater recognition with a prioritisation of wellbeing from their leaders.

Alongside these positive trends, we have identified that a focus on stronger prioritisation of work expectations as well as the continual simplification in the way we work, is critical as we navigate change with our employees and customers.

This year we also conducted regular lunch and learn sessions as an opportunity for our employees to receive more in-depth training and further information on people development. We also launched our 'Future Energy Development' talks

'FED Talks' which is an initiative built to inspire innovation and encourage curiosity through our own industry experts within the future energy team.

Both these initiatives are examples of how Ampol is helping to build awareness and skill sets as we recognise the critical role our culture plays in delivering our strategy and purpose of *Powering better journeys, today and tomorrow*.

Ampol's Wellbeing Strategy

We strengthened our Wellbeing Strategy in 2021 to deliver a more structured and coordinated approach to physical, mental and social wellbeing for our employees. Endorsed by the Ampol Leadership Team, in 2022 we introduced new leave benefits of Wellbeing Days for our employees to support our approach to wellbeing and flexibility. We also introduced a Mental Health Training plan which consisted of team members in both retail operations and the safety team completing accredited mental health first aider training. We are committed to delivering Mental Health First Aid awareness training for the Ampol Leadership Team in 2023.

We also participated this year in STEPtember, which consisted of 342 participants taking 44 million steps and raising \$20K for people living with cerebral palsy.

Z Energy's focus on wellbeing

Z is committed to providing workplaces that enable safe, productive and engaging work that enhances the physical and mental wellbeing of Z's people, partners and wider communities within Aotearoa, New Zealand. An enhanced Employee Assistance Programme was launched in 2022 to help support employee wellbeing as part of a suite of options that also extends to family members.

To find out more read Z Energy's Annual Report for the nine months to 31 December 2022, available at the end of February 2023.

Z Energy engagement score

Z has typically been in the top 5% for staff engagement globally as measured by their engagement monitoring partner Peakon. In February 2022, Z's staff engagement Net Promotor Score (NPS) peaked at 68, however, towards the end of November, it dipped back down to 57. Whilst the change in score during 2022 reflects the level of organisational change that has occurred within Z to streamline the business following the acquisition by Ampol, Z continues to strive to be a world class kiwi employer. The result is still in the top 10% globally, and reiterates the importance of actively supporting affected people throughout this process.

To find out more read Z Energy's Annual Report for the nine months to 31 December 2022, available at the end of February 2023.



Sustainability Performance – People continued

Diversity and inclusion

Our Diversity and Inclusion Council, comprising representatives from each of our business units and sponsored by our EGM, Fuel Supply Chain, provides stewardship over our Diversity and Inclusion Strategy, which focuses on:

- Gender – increasing the representation of females at Ampol including those in senior leadership roles through the building of robust talent pipelines;
- Aboriginal and Torres Strait Islanders – increasing the equitable participation of First Nations Peoples in Australian society and building a workforce that respects their long heritage and culture;
- Inclusive work practices – executing initiatives that drive inclusiveness and flexibility.

To help celebrate and create an inclusive work environment, in 2022 we recognised and celebrated many cultural days and events throughout the year, including R U OK Day, Harmony Day, International Women's Day, World Aids Day, International Day of Persons with Disabilities, National Reconciliation Week and NAIDOC Week.

Gender

To help guide our progress towards advancing gender representation, we set a goal of 40% female representation in senior leadership positions and a goal to have women hold no less than 30% of Board positions.

As at 31 December 2022, women represented 37.0% of all senior leadership positions, indicating a slight decrease from last year at 37.9%. Overall, women represent 42.3% of our workforce, female representation in Ampol's Senior Executive Team is 33% and coincidentally, female representation on the Ampol Board is also 33%.

In support of advancing gender representation, we also aim to manage our gender-based pay differential in like-for-like roles. As at 31 December 2022, our gender pay differential was 1.3% in favour of males on a like-for-like basis, which is an improvement from the pay differential of 1.4% (in favour of males) twelve months prior.

Inclusive Work Practices

Ampol continues to provide a flexible approach to the way we work to promote health and wellbeing and ensure we attract and retain talent.

Following over two years of COVID-19 impacted work practices, 2022 saw hybrid and flexible work practices become embedded as the new normal across industry. Ampol led through this with a clear framework enabling leaders and team members to navigate the most effective flexible work practices in the context of their customers, role requirements and personal circumstances.

Our approach to inclusiveness is supported by three employee working groups, with growing memberships, regular initiatives and awareness campaigns supporting the strengthening of an inclusive workplace.

Women Inspiring Fresh Ideas (WIFI)

WIFI is an internal networking group focused on empowering women at Ampol as they navigate their careers and build relationships across our integrated value chain, and externally.

WIFI celebrated its seventh year as an employee network group in 2022. The group originally named 'Women In the Fuels Industry', underwent a strategic refresh and relaunched with the new name of 'Women Inspiring Fresh Ideas'. This change was an important step and acknowledges the shift in Ampol's journey, as well as a call to action for our people to collaborate and ensure women's skills and knowledge are shared across teams and the business more broadly.

In 2022, WIFI introduced small group mentoring through the introduction of Development Circles lead by senior leaders across Ampol. The first cohort completed in November, delivering over 360 hours of mentoring and wide interest in the continuation of the Development Circles into 2023. In addition to this:

- WIFI continues to be the conduit to National Association of Women in Operations (NAWO) events, and the CEO Louise Weine was a guest speaker at an employee event held in 2022.
- The group hosted both internal and external speakers, including Ironwoman, Lana Rogers.
- Our networking reach was extended to include newly acquired Z Energy as well as colleagues based in Singapore and Houston.
- A group of high-potential female talent attended UN International Women's Day Event (pictured below).





Ampol Rainbow Alliance (ARA)

ARA is an internal networking group aiming to ensure Ampol is a safe space for all and to bring those of diverse sexualities and genders (collectively, the LGBTQ+ community), and their allies, together to learn, develop and support to achieve their full potential.

This year ARA achieved a number of key milestones in support of their purpose:

- Welcomed Minus18, a new charity partner as part of our *Fuelling Change* workplace giving program that helps to improve the lives of LGBTQ+ youth through social inclusion, advocacy, education and empowerment.
- Became a founding member and launched InterRetail, a newly established network group across some of Australia's largest retailers for LGBTQ+ retail employees and their allies.
- Implemented the 'Welcome Here' project that promotes and visibly welcomes diverse sexualities and genders into our Ampol offices.
- Continued to deliver LGBTQ+ awareness training to the Senior Executive Team, key leaders and People & Culture team members.
- Received Bronze Employer status from the Australia Workplace Equality Index (AWEI) (pictured above). AWEI is an internationally recognised national benchmarking instrument for LGBTQ+ workplace inclusion. This was Ampol's second submission, representing an 82% improvement from our first submission in 2021.

In addition to the above, we continued with our commitment to celebrating days of significance including Sydney Gay and Lesbian Mardi Gras, IDAHOBIT, Wear it Purple Day, and World AIDS Day, through events and awareness campaigns, and continue to be a proud member of Pride in Diversity, Australia's first and only not-for-profit employer support program for LGBTQ+ inclusion.



InterRetail+



AUSTRALIAN
LGBTQ+ INCLUSION
AWARDS 2022

AWEI
BRONZE
EMPLOYER

Ampol Sustainability Ambassadors

This year we created an employee-led program bringing together like-minded people across our business to advocate and help guide the conversation on environmental sustainability throughout our workplaces in order to help us *power change for the better*.

Some of the initiatives delivered in 2022 included a panel discussion with two of CSIRO's Mission Leads on decarbonisation and ending plastic waste, as well as an initiative led by our Ambassadors during National Recycling Week to support the recycling of batteries, printer cartridges and soft plastics.



**Ampol
Sustainability
Ambassadors**

Diversity and inclusion at Z Energy

Z is committed to an ambitious diversity and inclusion policy and has made good progress towards targets in 2022. This has included female representation at 43%, Māori and Pasifika representation at 10%, and narrowing the gender pay gap from 4.0% to 2.49% (all of Z excluding CEO).

In 2022, Z strengthened their long-standing partnership with the TupuToa internship programme, with 25% of female employees participating in the Women Rising Leadership Programme, 50% of employees participated in training on Te Tiriti o Waitangi and received re-accreditation of their Rainbow and Gender Tick. Z Energy have seen their Rainbow Ally Network continue to grow and also launched their Māori Ally Network and Neurodiversity Ally Network. Z have also committed to Salary Transparency and increased KiwiSaver contributions for people on parental leave and working part time to support narrowing of the gender pay gap and gender retirement gap.

To find out more read Z Energy's Annual Report for the nine months to 31 December 2022, available at the end of February 2023.

Sustainability Performance – People continued

Indigenous partnerships

Delivering Ampol's second Reconciliation Action Plan (RAP)

In March 2022 we launched our second Innovate level RAP, a continuation of our journey towards reconciliation and improving outcomes for Aboriginal and Torres Strait Islander peoples. Our RAP consists of 141 commitments grouped into four themes - Relationships, Opportunities, Governance and Respect - to be completed over a two year period.

During the first six months following release, we have delivered 85% of our planned work effort. This has included formalising an Indigenous Procurement Strategy as well as engaging our leaders on Indigenous procurement opportunities. We have also completed foundational cultural awareness sessions with 200 of our top leaders and established a dedicated intranet location for staff which includes information on cultural protocols, RAP commitments and various collateral such as email signature templates.

To find out more read our second Innovate level Reconciliation Action Plan.

Z Energy's commitment to Te Ao Māori

Z has a strong commitment to Te Ao Māori – respect and acknowledgement of Māori customs and protocols. In 2022, 85 people across Z were involved in being the first cohort in an Education Perfect Te Ao Māori program, which has now become accessible to all Z employees. Te Wiki o Te Reo Māori was celebrated with conversations as part of the upcoming work to developing Z's commitment to Te Tiriti o Waitangi. In addition to this, Z has integrated tikanga practices into onboarding processes, as well as translated job titles for employees to use in their email signatures and embedded whakataukī (proverbs) across corporate offices, which highlight the rooms' purpose for each collaboration space.

To find out more read Z Energy's Annual Report for the nine months to 31 December 2022, available at the end of February 2023.



Modern slavery at Ampol

We have established a program to support our business divisions to identify the nature and severity of potential modern slavery risks, as well as our ability to influence the risk in those areas. The insights from this work are then being used to inform our approach and allow us to identify and put in place additional mitigation steps to ensure modern slavery does not form part of our business operations.

We have continued to assess supplier compliance and embedded this as a business-as-usual practice. In 2022, we set a target of 80% of our suppliers completing the Supplier Code of Conduct questionnaire and 100 verification assessments, with both delivered.

We continue to increase awareness and capability related to modern slavery internally and externally, with established working groups to foster new ideas and to identify and address issues in our operations and supply chains. Our focus remains on engaging, collaborating and working with others to address modern slavery and bring about meaningful change.

To find out more read our most recent Modern Slavery Statement.

To find out more read Z Energy's most recent Modern Slavery Statement.

In the community

Ampol Foundation

Established in 2019, the Ampol Foundation is the vehicle through which we deliver our community investment strategy. By leveraging our financial strength, our network, and our people, we aim to bring value and build capacity in the communities in which we operate in, with the focus on improving the lives of Australians.

Supported by the Ampol Leadership Team and led by a committee of employees, the Foundation focusses activities on two key social areas of need – youth education and development, and community wellbeing and safety.

Our total community investment contribution via the Ampol Foundation for 2022 was over \$4.1m, a 29% increase from 2021.

Ampol's Fuelling Change program

Fuelling Change is our Australian workplace giving program, allowing employees to make pre-tax donations to 12 charity partners, with all donations matched by Ampol. In 2022, through this program we were proud to contribute over \$290,000 to our partners, over three times the amount which was contributed in 2021.



Extending Ampol's longest running community program

In December we were proud to present Aaliah Dennison from Devonport's Don College as the national winner of our inaugural Australia's Best All Rounder competition. Aaliah is an accomplished national gymnastics competitor, an Australian Rules Football umpire and has recently been selected into the AFL's Women in Umpiring National Mentorship Program and National Indigenous Kickstart Program. She is anticipating finishing in the top 10 per cent in her final Year 12 exams and was also named Latrobe Council Young Citizen of the Year in 2021.

"Aaliah is willing to grab every opportunity and challenge herself in all of her arts, sport, cultural activities and academic pursuits, all of which she has excelled at a local, state and national level"

– John Thompson, Principal at Don College

"We are proud to be able to recognise the outstanding achievement of all our winners, in particular our first ever national winner, Aaliah Dennison. Everyone at Ampol wishes to congratulate Aaliah for this well-deserved recognition"

– Matt Halliday, Managing Director and CEO

The competition, which also recognised exceptional students in each state across the country, is an extension of our Best All Rounder Award program, which exists to recognise the all-round achievements of school leavers across the country. The program was first delivered in 1985, with the award now presented in over 2,000 schools nationally each year.

Congratulations to Aaliah and all our state winners who received grants for themselves and their schools as part of this important high school recognition program.



Z Energy's Good in the Hood program

Since 2013, Z Energy's Good in the Hood has contributed to a wide range of community organisations and initiatives that matter most within New Zealand local communities. Since the acquisition of Z in 2022, Good in the Hood has given away close to NZ\$1 million to local community groups. Having measured the impact of the program in 2022, Z will be implementing the recommended changes to improve outcomes in 2023.

To find out more read Z Energy's Annual Report for the nine months to 31 December 2022, available at the end of February 2023.

Sustainability Performance – People continued

Ampol's Fuelling Change delivers significant growth in 2022

The 2022 relaunch and refocus on our workplace giving program, Fuelling Change, has delivered strong results, with employee participation and overall contributions to our charity partners tripling over the last year.

The centrepiece of this work was the celebration of Workplace Giving Month in June, aimed at connecting employees to our 12 charity partners.

The *State of Change* campaign fostered healthy competition between our employees in New South Wales, ACT, South Australia, Victoria and Tasmania (Team Blues) and employees in Queensland, Western Australia and the Northern Territory (Team Maroons). The competition linked with Ampol's sponsorship of the Ampol State of Origin, with employees donating over the month having the chance to win travel and two tickets to the final State of Origin game in Brisbane.

The competition coincided with a Fuelling Change 'speed networking' event at our Alexandria Head Office during the month, with the event providing employees the opportunity to get to know our charity partners and make on the spot donations.

Over \$66,000 was raised across the month through employee donations and Ampol matching. Across 2022, we were proud to increase total donations to our partners through Fuelling Change to over \$290,000 with almost 500 employees now giving to charities each month. Recognition for these efforts came at the 2022 Australian Workplace Giving Awards, with Ampol winning the Gold Award for 'Best Program Relaunch' and a Bronze Award for 'Best Innovation'.



Ampol's people making a difference

Convenience Retail community engagement

In 2022 our Convenience Retail teams in Australia helped raise over \$1 million for three of our Ampol Foundation charity partners: The Sebastian Foundation, The Smith Family and Surf Life Saving Australia. The campaigns leveraged the goodwill and skill of our retail teams and the generosity of customers across Australia.

In April, over \$250,000 was raised for The Sebastian Foundation to help support the mental health of over 8,000 young Australians through their Open Parachute initiative. During November and early December, over \$400,000 was raised for Surf Life Saving Australia, with the funds going towards vital upgrades and replacement of lifesaving equipment, volunteer surf lifesavers training and public water safety education. Finally, over \$370,000 was raised for The Smith Family's Learning Clubs program during their mid-year Winter Appeal, with funds to provide access to mentoring and study support to young Australians that most need it.

Fuels and Infrastructure community engagement

In 2022, we reinvigorated our community engagement approach across Fuels and Infrastructure in Australia, adding new resources to continue to improve our relationships with communities where we operate. In addition to the ongoing support of local schools and sporting clubs near our major areas of operation, in 2022, support from Ampol ensured the continued viability and success for a number of community-led initiatives focused on youth, education, the arts and safety.

Our vision for 2023 is to be a trusted, respected and engaged member of the communities where we operate. We will continue to build lasting and positive relationships by connecting and communicating with our stakeholders openly and in an ongoing way. One focus for 2023 will be engaging and consulting with stakeholders close to our operations to demonstrate care and to seek mutually beneficial outcomes.

Singapore community engagement

In 2022, our Ampol Singapore staff coordinated a number of volunteering days and charity events for local organisations. Food from the Heart is a not-for-profit organisation based in Singapore that distributes food to those who need it. Our employees volunteered their time over two half-day sessions packing food and gift bags for low-income families, with additional funds being raised to provide monthly supplies of non-perishable food items to families in need.

Other key volunteering days included employees spending time at the AWWA Dementia Day Care Centre participating in activities with senior citizens and donations being used to help purchase white goods and the upgrading of 100 LED lights. Employees also volunteered their time in the Willing Hearts soup kitchen, which prepares about 11,000 meals daily for distribution to those in need. Finally our employees also purchased and donated Christmas presents under the "Grant a Wish 2022" Children's Wishing Well campaign, which were donated to 75 children during the holiday period.



People | 2022 Planned actions and performance³



Continue to deliver the Convenience Retail and Fuels and Infrastructure safety strategies to deliver industry top-quartile performance	Achieved	
Increase the representation of women in senior leadership roles to 40%	Progressing	
Manage our gender-based pay differential in like-for-like roles to +/- 1%	Progressing	
Implement the Ampol Wellbeing Strategy, prioritising increased workforce engagement, uplift in leadership capability and enhanced technology and networking platforms	Progressing	
Refresh Ampol's anti-bribery and anti-corruption policy	Achieved	
Continue to deliver our employee giving program, Fuelling Change, and volunteering programs for employees, targeting a 20% increase in participation levels from 2021	Achieved	
Continue to deliver community programs focused on youth education and community wellbeing and safety, including through partnerships with The Smith Family, Surf Life Saving Australia, Clontarf Foundation and Stars Foundation. Deliver a 10% increase in total community investment contribution in 2022	Achieved	
Deliver our second Innovate Reconciliation Action Plan. By December 2024, increase the employee population who identify as Aboriginal and/or Torres Strait Islander peoples (Australian workforce only) to 3%	Progressing	

2023 Priorities

Wellbeing and inclusive workplaces 	<ul style="list-style-type: none"> – Broaden our approach and develop an enterprise-wide Diversity and Inclusion Strategy, encompassing all areas of our business – Deliver mental health first aid training for the Ampol Leadership Team – Develop and implement gender representation targets by business and job family – Implement an employee listening tool to improve engagement with our people – Develop a leadership capability framework supported by the implementation of prioritised capability development
Indigenous Partnerships 	<ul style="list-style-type: none"> – Continued delivery of our Innovate-level Reconciliation Action Plan including delivery of cultural awareness training for the Ampol Leadership Team – Delivery of Te Tiriti and Te Ao Māori training across Z Energy – Increased partnership with TupuToa for Māori and Pasifika internships – Develop our commitment to Te Tiriti/Te Ao Māori

3. 2022 planned actions limited to Australian operations, while 2023 priorities are enterprise-wide and incorporate Australia, New Zealand (Z Energy) and Singapore operations.