



QUBE

SUSTAINABILITY REPORT 2019



Contents

Qube's Vision	2
Message from Maurice James, Managing Director	3
Our Business at a Glance	4
Climate Change Summary	5
Our Approach to Sustainability	8
Our Sustainability Pillars	9
Sustainability Governance	10
Our Initiatives	11
People & Culture	
Community & Partners	
Environment	
Corporate Governance	

QUBE'S VISION

To be Australia's leading provider of integrated logistics solutions focused on import and export supply chains





MESSAGE FROM MAURICE JAMES, MANAGING DIRECTOR

During the past 12 months, our team at Qube has been working towards achieving stronger outcomes for our business from a sustainability perspective. Sustainability is central to Qube's business strategy. We are focused on continuously reviewing environmental, social and economic factors to ensure that we sustain value and manage risk as an organisation.

As an organisation, we focus on four key pillars in our sustainability strategy: **People and Culture** which emphasises the importance of aligning our people and culture with business needs and values as well as consistent standards; **Community and Partners** to ensure that we align and connect at our local operations level, our suppliers and contractors; **Governance** which establishes synergies, systems and

frameworks throughout our organisation with common goals; and **Environment** which guides our way on minimising our organisation's footprint.

Over the period January to June 2019, the Qube Group worked with Action Sustainability, with input from ClimateWorks Australia and Climate Risk, to carry out an initial, high-level, qualitative, transition and physical climate risk assessment of Qube's operations. The key findings from this assessment are included in this report and identify that Qube's future climate change risks are low to moderate.

Our people are our strongest asset and we are committed to ensuring that we provide safe working environments. We have reinforced our commitment

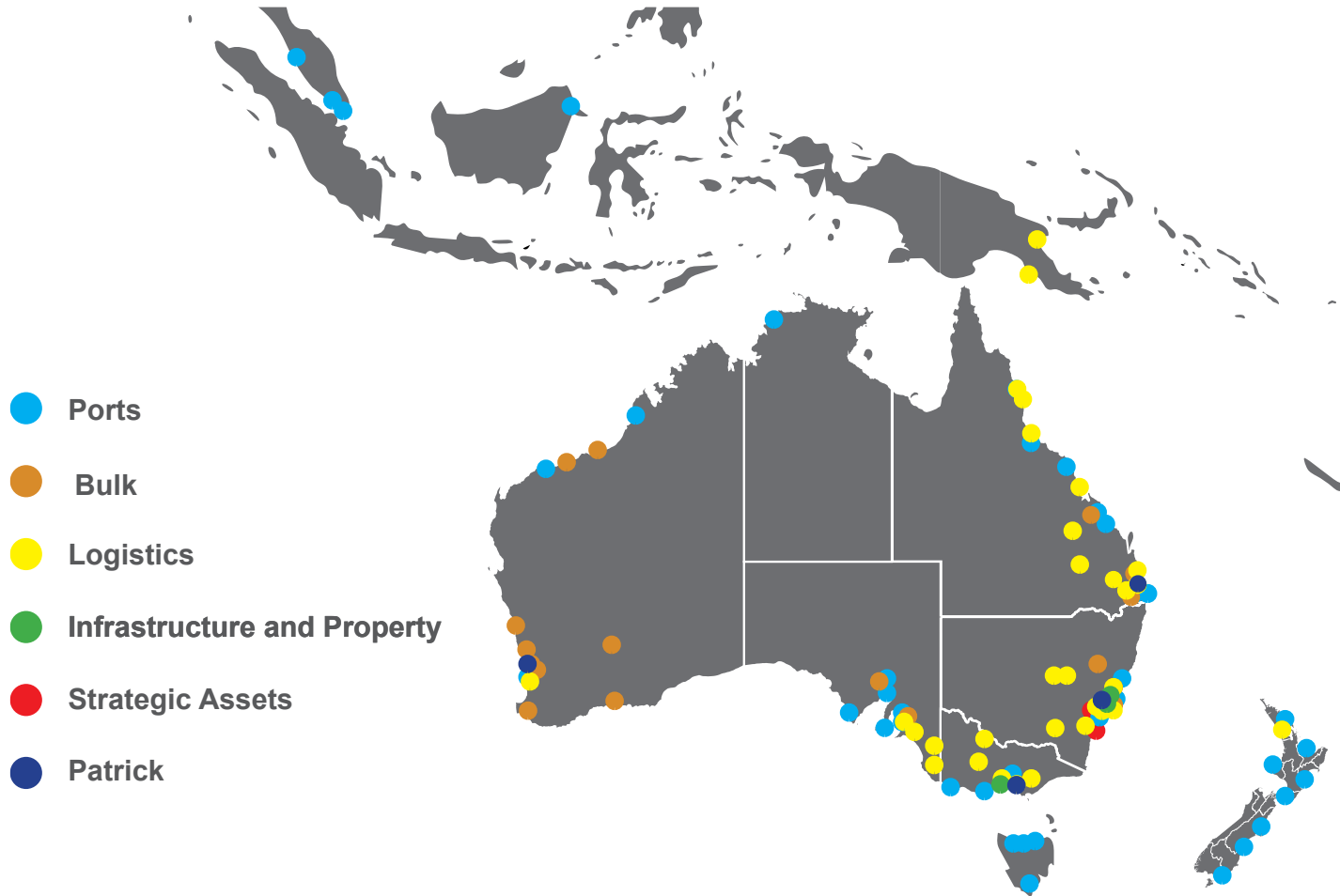
to driving education throughout the organisation on health, safety and well-being through ongoing training, education programs and employee-focused initiatives. The safety of our people is of utmost importance and we continue to focus on Zero Harm. We cannot underestimate that our organisation is only as good as our people.

As a business, we remain focused on transparency in our reporting and ensuring sustainability is a guiding principle in our organisation. We are well placed as an organisation for a strong future and I am pleased to share with you our 2019 Sustainability Report.

Maurice James, Managing Director



OUR BUSINESS AT A GLANCE



OVER
6,500
EMPLOYEES



OVER
135
LOCATIONS



CLIMATE CHANGE SUMMARY

Qube supports the Australian Government's international commitments to respond to the effects of climate change and is committed to minimising our carbon footprint. As one of Australia's largest integrated logistics companies, Qube acknowledges that it has obligations to reduce its own greenhouse gas emissions and to consider and manage the climate change risks and opportunities in its operations in line with the recommendations of the international Taskforce on Climate-Related Financial Disclosures (TCFD), emerging best practice and investor expectations. Qube is a recognised industry leader in the adoption of sustainable transport modalities. For example, the world-leading Moorebank Logistics Park, an intermodal terminal project designed to international standards, is anticipated to reduce business-as-usual greenhouse gas emissions by 110,000 tCO₂e per year, equivalent to removing 11,000 vehicles from the road for a full year.

Our Approach

Qube Holdings Limited (Qube) is enhancing its approach to assessing and managing climate change risks and opportunities in line with the recommendations of the international Task Force on Climate-related Financial Disclosures (TCFD), investor expectations and emerging leading practice.

Over the period January to June 2019, Action Sustainability, with input from ClimateWorks Australia and Climate Risk, worked closely with Qube's Group and Divisional staff to carry out an initial, high-level, qualitative, "transition" (i.e. policy & legal, technology, market, and reputation) and "physical" (i.e. acute weather events and chronic weather changes) climate risk assessment of Qube's operations. The assessment was aligned with the TCFD recommendations and against future, long-term climate change scenarios. It included a detailed assessment of six assets in Australia (Port Kembla, Port Hedland, Port Bunbury, Vic Dock, Moorebank Logistics Park and Minto) and one in New Zealand (ISO Tauranga), collectively covering approximately 27 percent of Qube's FY18 consolidated underlying revenues.

Key Findings

Based on the risk assessments of the seven assets and perspectives from a range of Qube senior executives, managers and selected Port Authorities, Action Sustainability's conclusion is that Qube's future climate change risks are low-to-moderate:

- Most Divisional operations will experience some disruption from future climate change risks, however Qube's highly diverse operations (i.e. by geography, revenue streams, assets and transport modes) is a strong mitigant against future climate change risks.
- Qube has a relatively low greenhouse gas emissions footprint (327,329 tCO₂e reported for FY18 with 90 percent from diesel usage).
- Qube's transport fleet has a short replacement cycle (i.e. 3-5 years) and is continually being upgraded to meet fuel efficiency and emissions standards (i.e. Euro 5 and Euro 6 compliant vehicles).
- Direct costs from future physical climate impacts on infrastructure (e.g. adaptation measures, damage repair costs) are mostly the responsibility

of asset owners (e.g. Port Authorities, utilities and State Governments), however this does create reliance on third parties and third-party risks.

- Where Qube does own assets (e.g. Moorebank Logistics Park and Minto), these have been designed to accommodate future physical climate change scenarios.
- Divisions currently have extreme weather preparedness and emergency controls in place and capabilities to cater for future climate change physical risks.
- The Moorebank Logistics Park project provides a significant opportunity for Qube to demonstrate its commitment to adopting leading-edge technology, resulting in significant environmental and climate change benefits (e.g. annual savings of 110,000 tonnes of greenhouse gas emissions).
- Qube is unlikely to face any material reputational risks from a climate change perspective, as it has a relatively low greenhouse gas emissions footprint, and its transport activities do not significantly include carbon intensive and potentially contentious commodities (e.g. thermal coal).

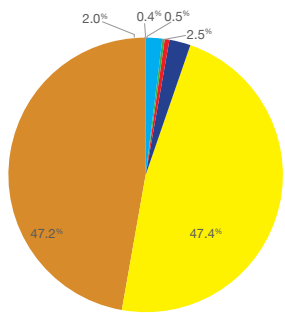


CLIMATE CHANGE SUMMARY

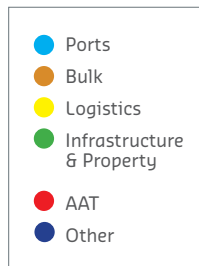
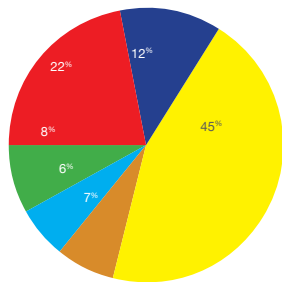
Our Emissions

In FY18, Qube was responsible for generating 327,729 tCO₂e. Ninety percent of these are Scope 1* emissions attributable to the use of diesel as indicated in the following charts:

Scope 1* Emissions (308,285 tCO₂e)



Scope 2** Emissions (19,444 tCO₂e)

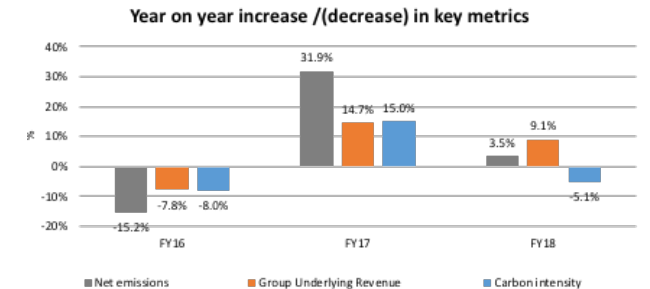
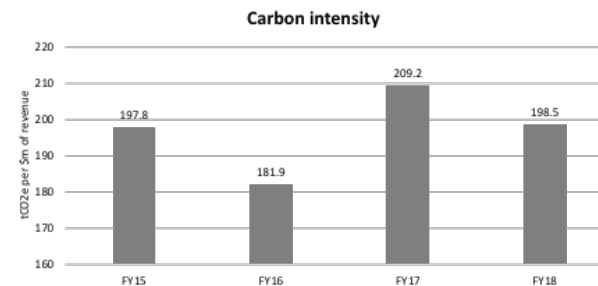
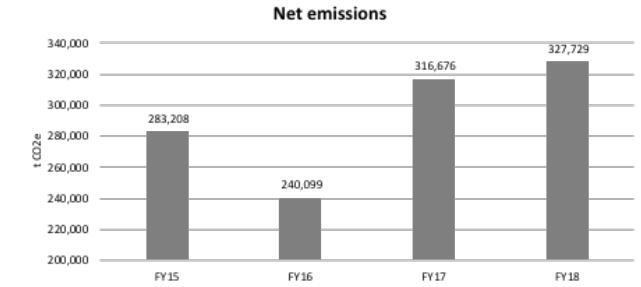
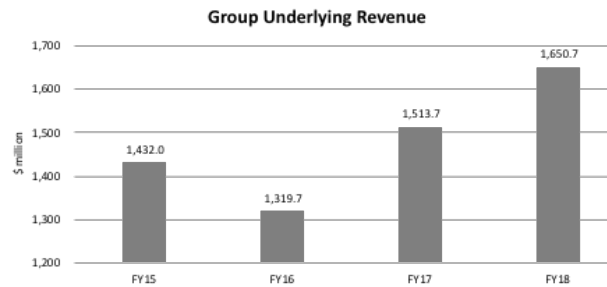


*Scope 1 greenhouse gas emissions are the emissions released to the atmosphere as a direct result of an activity, or series of activities at a facility level.

**Scope 2 greenhouse gas emissions are the emissions released to the atmosphere from the indirect consumption of an energy commodity.

Qube's net emissions increased in FY18 by 3.5% compared to FY17, while underlying revenue increasing by 9.1% over the same period. This resulted in Qube's carbon intensity (calculated as net emissions (expressed in tonnes of carbon dioxide equivalent per million dollars of revenue generated) decreasing by 5.1% in FY18.

		FY15	FY16	FY17	FY18
Net emissions	tCO ₂	283,208	240,099	316,676	327,729
Group Revenue	\$m	1,432.0	1,319.7	1,513.7	1,650.7
Carbon Intensity	tCO ₂ per \$m	197.8	181.9	209.2	198.5
YoY Movement	%	-	-8.0%	15.0%	-5.1%





CLIMATE CHANGE SUMMARY

Future Mitigation Plans

- Including climate change risks in the Charters of the Safety, Health and Environment Committee and the Audit and Risk Management Committee
- Focusing on sustainable solutions by enhancing our vehicle fleet through energy efficiency, investigating opportunities for the use of renewable fuels and electrification.
- Enhancing existing considerations of climate risk and integrating the best available information into Group and Divisional risk management and business planning processes
- Continuing to engage with Port Authorities to clarify the current status of their considerations and responses to future coastal inundation and other extreme weather exposures for port assets and adjacent infrastructure
- Continuing to assess energy and emissions intensities across Qube's operations to identify energy and emissions "hotspots" and review efficiency opportunities
- Innovating by designing and building warehouses that are energy efficient through renewable energy installations and lighting systems





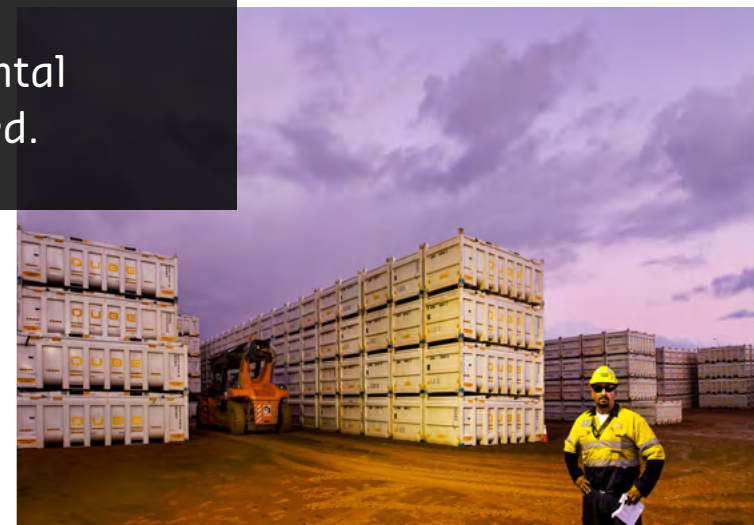
OUR APPROACH TO SUSTAINABILITY

We are committed to managing our business in a safe and responsible manner.

We work with our people to ensure our teams are diverse, engaged and empowered to deliver positive outcomes for our customers and the communities in which we operate.

We strive to manage our business in an ethical and transparent manner ensuring that we have appropriate frameworks and systems.

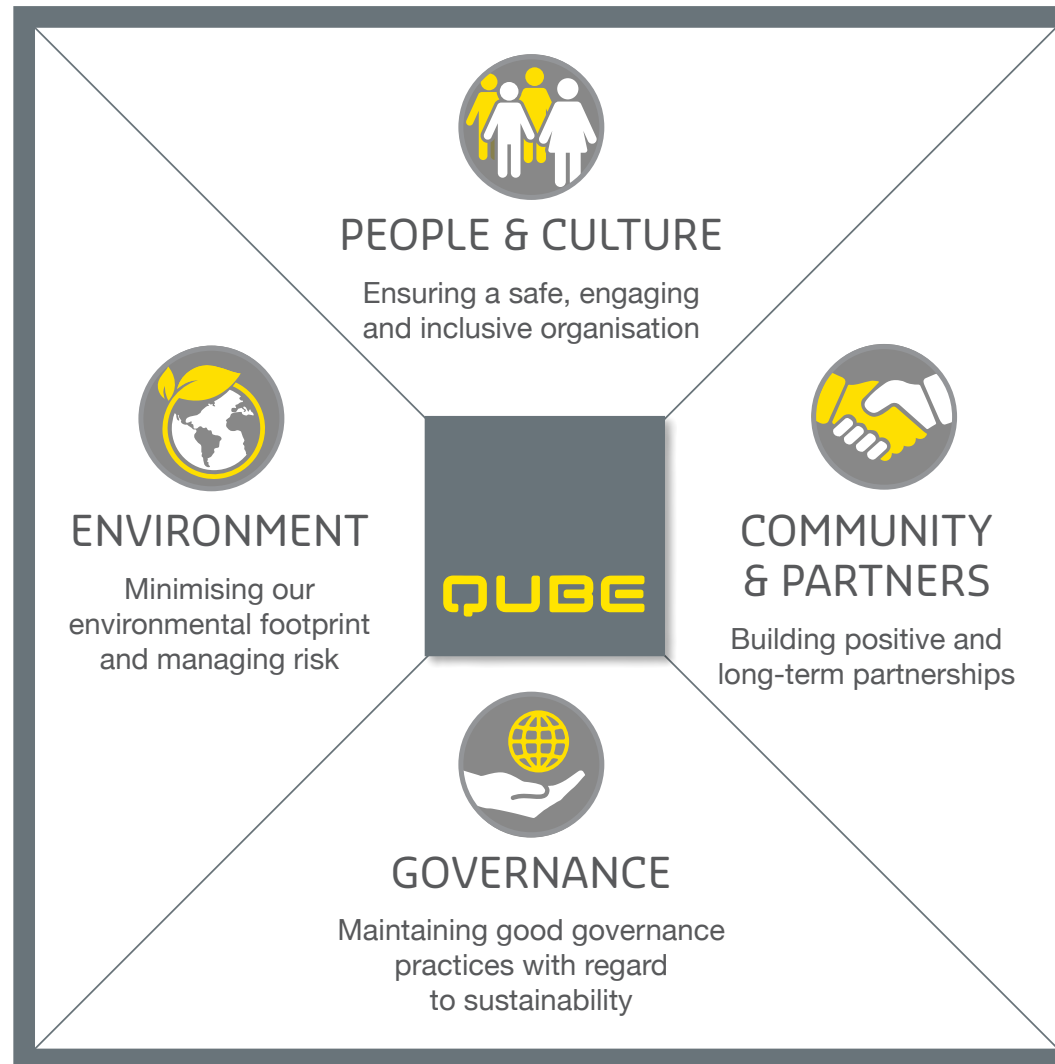
We are committed to ensuring our environmental footprint is monitored, assessed and minimised.





OUR SUSTAINABILITY PILLARS

QUBE IS COMMITTED TO BUILDING A SUSTAINABLE ORGANISATION THAT IS FOCUSED ON OPTIMISING THE WAY IN WHICH WE OPERATE AND THE FUTURE THAT WE SHARE





SUSTAINABILITY GOVERNANCE

OUR GOVERNANCE FRAMEWORK DEFINES THE ACCOUNTABILITY FOR SUSTAINABILITY WITHIN THE QUBE ORGANISATION.

QUBE BOARD

The Board is primarily responsible for ensuring that Qube Holdings Limited (Qube) has an appropriate corporate governance structure aimed at creating and protecting shareholder value. The board is responsible for corporate governance, policies and risk management, incorporating policies relevant to sustainability.

QUBE COMMITTEES

AUDIT AND RISK MANAGEMENT COMMITTEE

The primary purpose of the Committee is to assist the Board in fulfilling its corporate governance responsibilities in regard to financial reporting, audit and risk management.

NOMINATION AND REMUNERATION COMMITTEE

The responsibility of the Committee is to assist the Board in fulfilling its corporate governance obligations in regard to remuneration and nomination matters including overseeing the appointment and remuneration of non-executive directors, and making recommendations to the Board on related policies, framework and practices.

SAFETY, HEALTH AND ENVIRONMENT COMMITTEE

The responsibilities of the Committee include assisting the Board in fulfilling its strategy, policy, monitoring and corporate governance responsibilities in regard to: safety, health, environment (SHE); Sustainability (Environmental, social and governance or ESG matters); and operational matters as they relate to SHE and Sustainability.

QUBE LEADERSHIP TEAM

Accountable for the implementation of sustainability initiatives throughout the Qube Group.



OUR INITIATIVES SUMMARY

PILLARS



People and Culture



Community and Partners



Environment



Corporate Governance

STRATEGY

Ensuring a safe, engaging and inclusive organisation

Building positive and long-term partnerships

Minimising our environmental footprint and managing risk.

Maintaining good governance practices with regard to sustainability

INITIATIVES

Zero Harm Safety Focus
Health and Well-being Programs
Diversity and Inclusion
Recruitment and Selection Framework
Building Business Competence and Capability
Employee Engagement

Education and Awareness Programs
Regionally-based Partnerships
National Programs
Diversity and Inclusion Partners

Existing Asset Innovation
New Infrastructure Innovation
Future Emissions Management

1. Board and Committee Charters
2. Corporate Governance Statement
3. Codes, policies and procedures
4. Risk Management Framework



OUR INITIATIVES PEOPLE & CULTURE

QUBE

Aligning our people and culture with business needs and values will drive an engaged and successful organisation. Qube is committed to investing and developing our people to build competence and capability that aligns with our business objectives.

Safety

At Qube, we are committed to constantly challenging our health and safety performance so that it aligns with our commitment to Zero Harm and is effective across the sectors and markets in which Qube operates. To reach this goal we encourage healthy living, promote strong community connections, and manage risks to all stakeholders internally and externally.

We are continuously improving our performance to live up to our Safety, Health and Environment (SHE) standards. This requires the concerted effort of a strong SHE community working together, developing functional excellence and sharing resources and best practices.

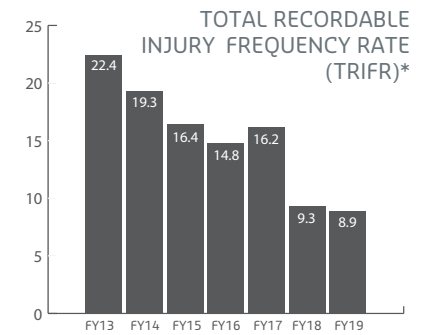
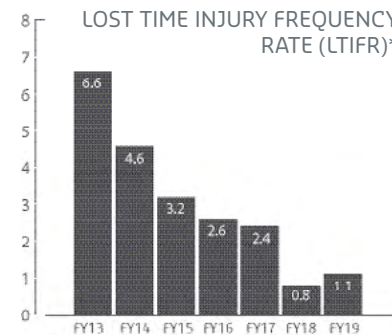
As part of our commitment to Zero Harm, Qube works to identify opportunities for a safer work environment for our employees. Zero Harm reflects our belief in a workplace where risks are managed and the work does not impact on our people's health and well-being. Activities to ensure a focus on Zero Harm include:

- Focusing on the key pillars of: people, community, customers, environment, plant and equipment;
- Focusing on providing and maintaining healthy and safe workplaces
- Ensuring leadership accountability to focus on critical risks and behaviours
- Developing of risk programs focusing on certification of critical controls in the field through risk reviews and leadership walks
- Introducing customised safety/leadership programs to enhance safety culture and responsibility
- Continuing engagement with operational teams through quarterly Safety, Health and Environment Executive Committee meetings
- Promoting of health and well-being through health awareness campaigns targeting key lifestyle and health factors:
 - healthy eating
 - physical movement
 - mental health
 - sleep hygiene
 - step walking challenge

The Results

Lost Time Injuries

Decrease in injuries over the past 5 years and a reduction in numbers of days off. LTIFR remains at low levels despite a marginal increase in FY19 reflecting a small number of incidents during the period, (including a tragic fatality in October 2018). There was an improvement of 4.3% in the TRIFR in FY19.



*Note: LTIFR is the number of Lost Time Injuries for every million hours worked.

**Note: TRIFR is the combined number of recordable Return to Work, Medical Treatment Injuries and Lost Time Injuries for every million hours worked.

Workers Compensation

Lowest number of claims in 5 years which has resulted in a 17% reduction in the Group workers compensation premium rate.



OUR INITIATIVES PEOPLE & CULTURE



QubeCare: Health and Well-being Programs

Qube is committed to creating a healthy place of work for our people. We acknowledge the importance of healthy lifestyles and the associated benefits to employees, customers and the wider community. Our employee Health and Wellness strategy, QubeCare, aims to prevent injury and illness through a culture of proactive health promotion and early intervention. We believe in a holistic approach to wellness, considering not only physical health but mental health and well-being.



1,200 Qube employees and associates participated in the Qube StepUp Challenge

378 million steps achieved across 6 weeks

QubeCare encourages everyone at Qube to take responsibility, accountability and care in all interactions while at work. Throughout 2018/2019, the QubeCare program has been implemented at every Qube location and throughout our myQube employee app. Initiatives have included Active Body, Mental Health, the StepUp Challenge and Sleep Fit.

Diversity & Inclusion

Qube is working actively to address diversity and inclusion in our workplace. While efforts have been made to ensure that women, people from diverse cultural backgrounds and other groups have equal access to opportunities to reach their full potential at work, we know there is more to do - so we have targeted initiatives to address this:

- Taking steps to improve and strengthen our reputation to become an employer of choice
- Taking steps to attract and retain well qualified employees, senior management and Board members from a deep talent pool
- Eliminating artificial, unfair or inappropriate barriers to workplace and Board participation and facilitating equal employment opportunities based on merit, performance and potential
- Taking action against inappropriate workplace behaviours including direct and indirect discrimination and harassment
- Providing the opportunity for workplace flexibility while meeting business requirements
- Creating an inclusive workplace culture, recognising that people are different and valuing those differences



OUR INITIATIVES PEOPLE & CULTURE

Recruitment and Selection

Ensuring that we hire the best person for the job by structuring recruitment activities to access a diverse talent pool to attract quality candidates.

Key focus areas:

- Inclusive recruitment and selection practices through training and awareness programs for hiring managers
- Consistent recruitment processes and procedures across the Qube Group to ensure all roles are advertised in line with wider objectives and organisational brand consistency
- Expanding talent sourcing to incorporate additional new channels (Work180, LinkedIn)
- Enhanced on-boarding process to improve the employee experience with a focus on Qube values and structured induction



Business Competence & Capability

Developing the capability of our people is critical to ensure that we achieve safety, customer service and financial performance. Qube continues to invest in our people, through the following initiatives and programs:

- Creating an environment where our people see career opportunities by internal upskill/promotion to supervisor and management roles
- Continuing to enhance and develop our online professional development system, through consistent application across all divisions in performance management standards and delivery
- Achieving efficient people management outcomes by removing barriers through improving systems and removing administrative burdens where possible
- Focusing on mentoring and leadership development opportunities for employees





OUR INITIATIVES PEOPLE & CULTURE

Employee Engagement

In FY19, Qube launched the myQube app to drive employee engagement. The app provides Qube with the ability to push out regular communication to all employees in a consistent and timely manner across the entire Group.

The Qube employee culture is critical to the success of the business and we will continue to enhance our employee experience through:

- Employee surveys to collect feedback to improve initiatives, offerings and policies
- Completing analysis on communication topics for our internal communications
- Implementing surveys across the workforce to gain insights and ideas for improvement including exit feedback
- Providing self-service technology and accessibility through mobile access
- Providing working parents with information and support including for return to work
- Working with the QubeCare team to focus on Fitness for Work and Health and Well-being education

50% of employees downloaded the myQUBE app in the first 9 months of operation

Over 350 stories published to date

MyQUBE APP

Keep up to date with QUBE News

myQUBE

QUBE Employee App

INTEGRATED LOGISTICS SOLUTIONS

Welcome back Dominic

logistics NEW Altona Warehouse

Home News Qube Care Benefits Resources

THE MYQUBE EMPLOYEE APP IS NOW AVAILABLE TO ALL QUBE EMPLOYEES

- Keep up to date with the latest company and local news
- Be the first to hear what's happening at Qube
- Celebrate employee milestones, learn about available jobs and Director updates



OUR INITIATIVES

COMMUNITY AND PARTNERS



Qube is committed to social responsibility and working closely with the communities in which we operate. We strive to create positive and long-term relationships that benefit communities, partners and stakeholders.

Education & Awareness

Given Qube's significant presence in the communities in which we operate, we recognise that we have a duty to educate and drive awareness around safety and to engage at a local level. We undertake a series of programs that connect with communities at various levels including through:

- School awareness programs to educate and inform school aged children on pedestrian safety and road rules, particularly regarding trucks (road trains) that operate within their local regions
- Working with regionally based safety organisations to drive awareness and action on locally-based issues such as animal migration, stray livestock and species populations monitoring
- Participating in education forums on road train safety and general road safety for members of the public who are new to driving
- Career showcase expos to drive education around available jobs and career opportunities
- Safety forums for travellers on road train passing techniques, as well as UHF radio techniques, channel selection and communication protocols

Regionally-based Partnerships

The Qube site operation teams work within local communities to identify opportunities where Qube is able to make a positive impact and support locally-led initiatives. Our site-based teams build and maintain close relationships with communities and relevant stakeholders.

The Qube location-based activities include:

- Local sport and club sponsorships throughout regional Queensland, Victoria, Western Australia and New South Wales
- Charity and fundraising initiatives that align with employee related causes and passions
- Local community initiatives to drive specific local outcomes
- Regionally-based events and activities that showcase the Qube commitment to building sustainable community partners



OUR INITIATIVES

COMMUNITY AND PARTNERS



National Programs

Throughout the Qube Group, we focus on working with organisations and associations that align with our business sectors and our people.

- Support for fundraising initiatives and activities in identified areas of need including:
 - rescue helicopter services
 - cancer research
 - mental health including 'R U OK?'
 - veteran art programs
- Specific environmental and site initiatives including:
 - Operation Clean Sweep®** - Operation Clean Sweep® aims to help every plastic resin handling operation to implement good housekeeping and pellet containment practices to help keep plastic pellets out of the environment.
 - Clean Up Australia** - Clean Up Australia inspires and empowers communities to clean up, fix up and conserve our environment.

Diversity and Inclusion Partners

Qube places particular emphasis on working with organisations and partners to implement programs that encourage diversity and inclusion. Our partnerships include:

- The Deakin University's Centre for Supply Chain and Logistics Wayfinder: Supply Chain Careers for Women program. The program aims to increase the visibility of career opportunities for women in the supply chain and logistics industry, breaking down industry stereotypes and rethinking talent acquisition, retention and promotion in supply chain and logistics. The program seeks to increase female participation in the sector by providing education pathways and equipping individuals with key industry knowledge.
- For the past 3 years, in partnership with ConocoPhillips, Qube has provided opportunities for East Timorese trainees to travel to Darwin for one month of on-the-job training to complete a Certificate 3 in Warehousing. This initiative provides practical training for the trainees who are exposed to new skills and experiences that will help craft their future career prospects.
- Qube partners nationally with the Clontarf Foundation. The Clontarf Foundation aims to improve the education, discipline, life skills, self-esteem and employment opportunities for young Aboriginal men. Qube supports workplace visits, work experience and employment opportunities.



OUR INITIATIVES COMMUNITY AND PARTNERS



Road Safety Messages in Kirup



Students from Kirup Primary School learn important road safety messages

Qube & Clean Up Australia Day



Clean Up Australia Day is an important community initiative for the Qube team, as we help encourage communities to clean up, fix up and conserve our environment.

Moorebank Cycle for Charity



The Moorebank Logistics Park cycling team participates in the annual 'Tour de Pif' charity cycle. This event raises funds for the Property Industry Foundation which provides vital support for at-risk and homeless young people.



OUR INITIATIVES COMMUNITY AND PARTNERS

Qube Energy Darwin



In partnership with ConocoPhillips, the team at the Qube Energy Darwin Supply Base provide three East Timorese trainees with the opportunity to travel to Darwin for one month of on-the-job training to complete a Certificate 3 in Warehousing.

R U OK? Qube North Tivoli



Our fourth-year apprentice Jay, who is the youngest member of the Qube North Tivoli workshop, has taken it upon himself to wear an R U OK? cap to help encourage his mates to start a conversation on mental health.

Clontarf Foundation



Qube recognises the importance of offering our indigenous communities employment opportunity and has been financially partnering with the Clontarf Foundation for over 3 years.



OUR INITIATIVES ENVIRONMENT



Qube is committed to minimising our environmental footprint by investing in technology and infrastructure that monitors, manages and reduces emissions and environmental impacts. Qube and its suppliers and contractors are committed to enhancing the environment in a sustainable manner through innovative approaches to the operations of our assets across our business.

Existing Asset Innovation

The Qube team is focused on creating innovative practices for asset optimisation and processes to improve operations, efficiency, environmental and safety outcomes. Some initiatives include:

- Transitioning volume from road to rail thus reducing trucks on the road. This is a key element in Qube's long-term sustainability strategy. Where a shift to rail is not possible, Qube is investing in greener and energy-efficient equipment such as Euro Series 5 and 6 compliant truck and plant fleet. Qube implements a strategy of truck fleet renewal every 3-to-5 years to ensure all vehicles offer the latest standards in terms of safety and emissions technology.
- Upgrading reach stacker fleets to more environmentally efficient models that use less fuel. Smart programming solutions on newer models can result in a 40% reduction in emissions, 40% less CO₂ and 40% less noise, whilst providing operators with a more comfortable and ergonomically designed cabin.
- Implementation of energy-efficient solutions across yard and warehouse area lights to reduce the wattage and energy expenditure. The combined savings of the West Melbourne warehouse and area lighting upgrade exceed \$66,000 per annum and result in an annualised reduction in CO₂ by 544,726kg.
- Introduction of the world's first automated logging truck scalers at ISO Limited, (a wholly owned Qube subsidiary in New Zealand) has provided a faster, safer and more accurate measure of logs on trucks and trailers improving both efficiency and most importantly the safety of people. The previous manual system required people to hand-scan logs and could take up to 40 minutes per trailer. With the new robotic system, the robotic arm passes over the logs and can scan an entire trailer in less than 5 minutes.
- 520 trucks across the Qube trucking fleet have been fitted with Seeing Eye Guardian driver-monitoring technology as a primary safety solution. The preventive system dynamically monitors driver fatigue and distraction allowing for intervention before any incident. The Qube 24/7 Fleet Monitoring Centre located in West Perth monitors all events and has intervened in over 1100 fatigue events.
- The Qube fleet is also fitted with 'MTData' screens that provide vehicle telematics and tracking. The information sourced from this system assists in improving efficiency, reducing costs and preventing breaches of driver safety rules.





OUR INITIATIVES ENVIRONMENT

New Infrastructure Innovation

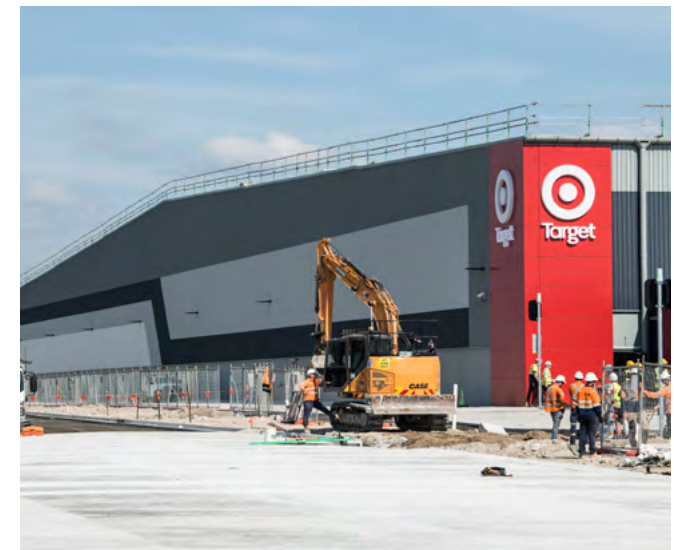
Qube-driven infrastructure projects, such as the Moorebank Logistics Park, are focused on delivering sustainable construction practices and effective management of materials consumption. The aim is to minimise consumption of resources and optimise resource efficiency to reduce environmental impact. This is achieved by:

- Utilising alternate material types with a lower embodied emissions content.
- Beneficial re-use of waste materials produced from demolition of structures on-site.
- Installation of Automated Stacking Cranes where a portion of the kinetic energy generated can be converted to electric power during the lowering of containers and braking of the cranes, delivering an annual saving of 830,000 kwh/pa or a reduction of 1,400 tonnes of CO₂e (carbon dioxide equivalent) emissions.
- Installation of intelligent lighting control systems which incorporate the use of one or more central computing devices to intelligently monitor and turn off areas of the buildings not in use.
- Installation of a solar photovoltaic cell network on expansive roof space created by 850,000sqm of warehousing at the Moorebank Logistics Park.

Future Emissions Management

Qube is developing the nationally-significant Moorebank Logistics Park to take emissions-intensive trucks off Australian roads by increasing the use of rail networks to distribute containerised freight to and from Port Botany. Some of the emission reduction elements include:

- Switching 1.55 million teu freight containers from road to rail, with an estimated annual abatement of more than 110,000 tCO₂ in transport-related emissions.
- Reducing heavy truck trips on Sydney roads by 150,000 kilometres every day, cutting regional truck trips by 93,000 kilometres per day, and generating enough renewable energy annually through solar and other technologies to power 10,000 homes.





OUR INITIATIVES

CORPORATE GOVERNANCE



Qube adheres to high standards of corporate governance through its policies and practices. Qube is focused on behaving in a transparent manner to provide accurate information to all our stakeholders.

The annual Qube Corporate Governance Statement (CGS) outlines the key aspects of Qube's corporate governance framework and practices. The Qube Board is committed to achieving the highest standards of corporate governance and believes that good governance plays a major role in Qube's success. Qube reviews its corporate governance practices regularly to ensure best practice.

Constitution & Board Charter

The Qube Constitution is Qube's key governance document. The Board ensures that it and Qube complies with the provisions of the Constitution. Qube's Board Charter explains Qube's commitment to corporate governance and sets out the functions, roles and responsibilities of the Board. The Board reviews the Charter regularly. The roles and responsibilities of the Board's Committees are also set out in their respective Charters.

The Board has created 3 Committees:

- Audit and Risk Management Committee
- Nomination and Remuneration Committee
- Safety, Health and Environment (SHE) Committee

Code of Conduct

Qube aims to deliver superior long-term shareholder value by taking proper account of employees, customers and others with whom we do business and the broader community. Qube strives to achieve these goals from a foundation of strong ethics and principles.

Qube places great importance on honesty, integrity, quality and trust:

- The Qube Code of Conduct (Code) draws together the comprehensive range of policies and standards which govern the way Qube behaves and operates.
- The Code provides a practical set of guiding principles to help make decisions in day to day work. The Code operates together with other policies, and procedures, including Qube's Whistleblower Policy, as part of a unified conduct and ethics policy framework.
- Action Plan on Modern Slavery
- The Code of Conduct is accessible on the Qube website

Documents and Policies

Qube has a comprehensive range of policies and standards which govern the way Qube behaves and operates.

These include:

- Safety, Health and Environment Policy
- Diversity Policy
- Whistleblower Policy Code
- Continuous Disclosure Policy
- Risk Management Policy
- Securities Dealing Policy
- Investor Relations Program

All of the above policies and Qube's CGS are available on the Qube website.

The logo consists of the word "QUBE" in a bold, yellow, sans-serif font. The letter "Q" is stylized with a small square cutout at its top-left corner. The logo is positioned in the bottom right corner of the page, centered within a light blue square background.

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