



QUBE



SUSTAINABILITY  
REPORT  
FY21

## About this report

This report provides an overview of Qube’s sustainability approach and performance for the 12-month period from 1 July 2020 - 30 June 2021. The FY21 Qube Sustainability Report provides a summary of the Company’s performance on material sustainability issues.

## Scope

In this report, unless otherwise stated, references to “Qube”, “our”, “us” or “we”, refer to Qube Holdings Limited and its controlled entities. Health and safety, environmental and people performance data is reported on a total operated basis unless stated otherwise.

## Our Annual Report

Our Annual Report 2021 provides a summary of Qube’s operations, activities and financial position as at 30 June 2021, which should be read in conjunction with this Sustainability Report 2021 to give a full overview of Qube’s business. Copies of the Annual Report 2021 are available on request or may be downloaded from our website.

## Sustainability Benchmarking

The Qube FY21 Sustainability Report includes icons in the Our Approach section to show the alignment between our sustainability actions and the United Nations Sustainable Development Goals. In September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs). Building on the principle of ‘leaving no one behind’, the Agenda emphasises an holistic approach to achieving sustainable development for all.





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# ABOUT US

Qube is Australia's largest integrated provider of import and export logistics services with a market capitalisation in excess of \$5.7 billion as at 30 June 2021. Qube operates in over 135 locations across Australia, New Zealand, and South-East Asia, with a workforce of over 7,000 employees.

Qube comprises of two business units: the Operating Division and the Property Division. We also hold a 50 per cent interest in Patrick Terminals, Australia's leading container terminal operator.

The Operating Division comprises:

Qube Ports is a specialist integrated port services provider, providing bulk and general handling facilities in over 40 Australian, New Zealand and South-East Asian ports. Our Ports team leads the market in providing purpose-designed solutions for handling containers, bulk, automotive, and general cargo.

Qube Bulk provides customers with the full range of bulk material handling services including road and rail transport; stockpile management; and bulk ship loading. Qube Bulk specialises in large-scale bulk export facilities and bulk material supply chains.

Qube Logistics operates services covering road and rail transport; warehousing and distribution; container parks and related services; and intermodal logistics hubs including rail terminals and international freight forwarding.

AAT provides automotive, general cargo and break-bulk facilities in Brisbane, Port Kembla and Melbourne.






The Property business unit is responsible for the key property and investments for Qube.

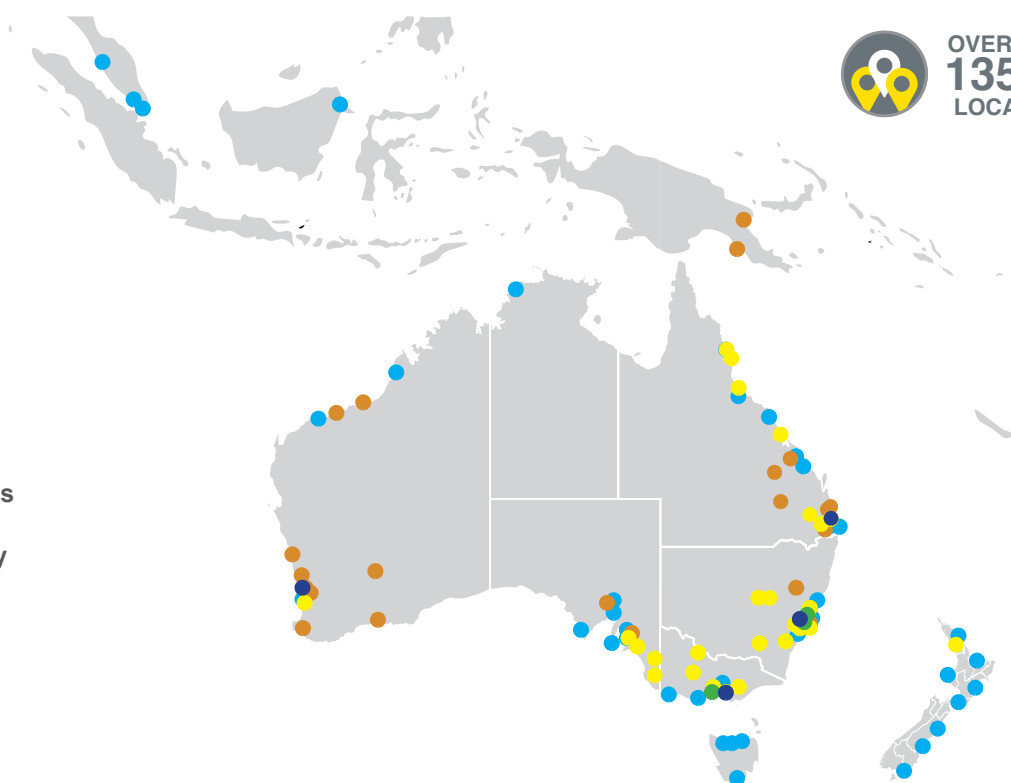
Qube strives to deliver operating efficiencies and economies of scale through:

- investment in infrastructure, facilities, equipment and technology.
- reduced transport costs by eliminating movements.
- comprehensive integrated supply chain solutions through a single service provider.
- rail and road-based solutions delivering the best modal outcome.

 OVER  
**7,000**  
EMPLOYEES

 OVER  
**135**  
LOCATIONS

-  Ports
-  Bulk
-  Logistics
-  Property
-  Patrick





# OUR VALUES AND GUIDING PRINCIPLES

## PURPOSE AND VISION

To be a leading provider of safe, efficient and sustainable import and export focused logistics services in Australasia and South-East Asia.

## GUIDING PRINCIPLES

We believe values on their own are abstract, and need to be linked to, and inspire, the behaviours expected of everyone working for Qube.

Accordingly, we have established the following guiding principles:



**Zero Harm** – planning and carrying out our operations safely and with due respect to the environment, is our paramount focus, and ingrained in decision-making at all levels.



**Integrity and Reliability** – conducting ourselves lawfully, responsibly and ethically - that is with integrity - is critical to our ability to work as a team, and for our stakeholders to be able to trust and rely on us.



**Customer Commitment** – being committed to achieving reliable, value-for-money solutions for our customers. We play an essential role in our customers' businesses so that their success is ultimately, our success.



**Shareholder Return** – focusing on performance and results to maintain profitability and deliver returns for our shareholders.



**Inclusion and Equity** – recognising the benefits of providing an inclusive, equal and diverse workplace to enhance employee well-being and drive Qube's performance.



**Knowledge and Innovation** – appreciating and developing our people's knowledge, skills and experience to provide innovative and sustainable logistics services for the benefit of all our stakeholders.

Qube believes in, and is committed to, these guiding principles: they govern how we conduct our business and underpin our culture.

## QUBE CULTURE

Qube culture involves preserving an entrepreneurial spirit within a strong ethical framework to engender both a 'can-do' attitude, and a socially-responsible approach in all of our business activities. Our aim is to do the best by, and for, our customers, investors and the broader community. We are honest and straightforward in our dealings; mean what we say; and are accountable for our actions. Qube values its reputation as an excellent employer and a good corporate citizen. We believe it is by staying true to our culture, that we will maintain this reputation and achieve our purpose and vision.

## OUR WORKFORCE

**7,066** TOTAL WORKFORCE (AS AT 31 MAY 2021)

**ZERO** FATALITIES

**9.0** TRIFR (TOTAL RECORDABLE INJURY FREQUENCY RATE)

**0.8** LTIFR (LOST TIME INJURY FREQUENCY RATE)

**COVID** NO WORKPLACE TRANSMISSION

**10.8%** FEMALE PARTICIPATION RATE  
(+0.5%)

## ENVIRONMENT

**REMAINED STEADY** SCOPE 1 & SCOPE 2 GREENHOUSE GAS EMISSIONS

**ZERO** NOTIFIABLE ENVIRONMENTAL INCIDENTS

**CARBON INTENSITY (tCO<sup>2</sup>-e per \$M)** ↓8.6%

# MESSAGE FROM OUR MANAGING DIRECTOR, PAUL DIGNEY

I am pleased to present you with the Qube Sustainability Report FY21.

FY21 has been like no other year that we have experienced at Qube. Our focus as an organisation has been to protect the health and safety of our people while ensuring continuity of services for our customers. I am proud of the teams and businesses who have guided the organisation through the past 12 months; as well as the positive and collaborative approach of working together. I would like to thank the teams for their professional implementation of our COVIDSafe plans. Looking after our people, is key to building a sustainable organisation.

Building a strategy that ensures a resilient and robust approach to sustainability, is key for the long-term success of our organisation. We have structured our materiality assessment to identify the matters that are most relevant to the current and emerging issues and opportunities in our business. This has resulted in nine key areas in materiality that have been identified; and it is these that form the focus of our strategy and reporting.

We continue our strong focus on safety and zero harm with a particular emphasis in 2021 on increasing reporting; corrective action closures; incident closure rates, and training. FY21 saw a strong focus on critical risk program which included increases in critical risk inspections and verifications. The result was an improvement in our lost time injuries; however further focus needs to be placed on reducing the number of total injuries.

Qube has been continuing to work towards achieving stronger outcomes for our business from an environmental perspective. Every year we review the environmental, social and economic factors relating to our business, to ensure that we deliver value sustainability and manage risk as an organisation. We have completed work on identifying and understanding our progress to explore reduction in our emissions, and enhance our journey toward achieving a low carbon future. Work will continue into FY22 to further increase the installation of renewable energy across existing sites.

Every year I am impressed by the commitment of our people towards charitable and community-related causes. While FY21 may have been a complex year, our Qube employees have continued to consider others by raising monies; donating time; and showing support to causes across many of our business sites. I am pleased that our people who are supporting charitable causes, will now have access to additional special paid leave so that we can further extend our support of those causes that are important to our people.

The People and Culture Strategy for FY22 builds on our prior year goals, and exists to strengthen our key focus areas, and the unique culture that Qube is known for. Communicating our values, supporting the well-being of our people; and benchmarking our employee experience through engagement activities with a spirit of excellence, trust and respect, will be at the core of our FY22 people initiatives.

I am proud of the progress that we have made towards our sustainability goals across the FY21 period. We will ensure that we continue to place significant emphasis on our commitment to ensuring a sustainable future.



A handwritten signature in black ink, appearing to read 'Paul Digney'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

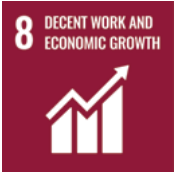



Paul Digney  
Managing Director

Qube continues to be focused on building a sustainable business for the long-term. This means an organisation that not only benefits our customers and shareholders, but is committed to reducing our environmental impact and helping contribute to a better world.

In 2021, we have reviewed our strategy against the United Nations Sustainable Development Goals (SDGs). The SDGs aim to address some of the world's priority economic, social and environmental challenges.

From this review, Qube has identified our primary goals in terms of the SDGs; and will report against the progress made on these specific SDGs.

## PRIMARY GOALS

DECENT WORK & ECONOMIC GROWTH	CLIMATE ACTION	RESPONSIBLE CONSUMPTION & PRODUCTION	GOOD HEALTH & WELL-BEING
 <p><b>OUR VISION</b> Be a responsible employer and corporate citizen delivering economic growth and value.</p> <p><b>OUR FOCUS AREAS</b></p> <ul style="list-style-type: none"> <li>✓ Encouraging a workforce that is diverse and inclusive</li> <li>✓ Providing comprehensive training and employment pathways.</li> </ul>	 <p><b>OUR VISION</b> Continue focus on initiatives to reduce environmental impact.</p> <p><b>OUR FOCUS AREAS</b></p> <ul style="list-style-type: none"> <li>✓ Reducing emissions</li> <li>✓ Supporting alternate renewable energy options</li> <li>✓ Developing a pathway toward a low carbon future.</li> </ul>	 <p><b>OUR VISION</b> Ensure sustainable consumption and production patterns.</p> <p><b>OUR FOCUS AREAS</b></p> <ul style="list-style-type: none"> <li>✓ Modal shift to more efficient transport options</li> <li>✓ Optimise our service offerings to deliver efficient logistical solutions</li> <li>✓ Reducing our waste at all sites.</li> </ul>	 <p><b>OUR VISION</b> Support our employees to achieve their personal goals.</p> <p><b>OUR FOCUS AREAS</b></p> <ul style="list-style-type: none"> <li>✓ Supporting the health, safety and well-being of our employees</li> <li>✓ Zero Harm embedded in our culture.</li> </ul>

## SUPPORTING GOALS

GENDER EQUALITY	LIFE BELOW WATER	LIFE ON LAND
		



# COVID RESPONSE

Throughout the COVID-19 pandemic and continuing today, Qube has been heavily focused on the health and safety of our employees while ensuring the continuity of our essential services for our customers. While it has been a challenging time with the implementation of new protocols and requirements; restrictions and personal challenges for all employees; we are immensely proud of how our people have responded.

At the time of writing this report, Qube has had no workplace transmission of COVID-19. Our COVIDSafe measures are embedded in the way we operate; and we require our people, contractors and any visitors to our sites, to strictly abide by those measures. Qube is committed to 100% compliance in regard to our COVIDSafe measures.

Our COVIDSafe protocols include the following:

- COVID-19 Surveillance Testing – undertaken and monitored as required.
- QR Registration and Record Keeping – all our sites have in place QR Code registration and record-keeping practices to ensure all people can be traced and contacted should the need arise.
- Screening of Team Members and Guests – record keeping of individuals that attend our sites as visitors or contractors; temperature screening in line with local advice and regulations; health screening of team members; and surveillance testing where required and appropriate.
- Support for our Employees and their Families – continuous education and support in regard to our providing on-demand confidential EAP for team members and their families to navigate and co-exist with the virus, including proactive coaching and information sessions.
- PPE – regular audit and procurement of our supply of Personal Protection Equipment (PPE) including face masks.
- Personal Hygiene and Sanitisation – controls in place and regularly reviewed to ensure our team members and any guests to our workplaces, have access to sanitisation stations; clean work areas; increased contract cleaning of workplaces and assets.
- Site Verification Checklists - completed to ensure that risk controls measures are in place to mitigate risk of transmission of COVID-19.
- Social Distancing Protocols – observing density/ capacity quotas per government directives; indoor rooms (meeting rooms, lunch rooms etc) clearly marked with capacity quotas; or common area access restricted as applicable. Interactions with international crew (for example off vessels) reduced as per local health direction advice.
- Maritime Surveillance Testing – specific Australian Ports of operations surveillance testing arrangements are in place; monitored and reported to the local health authority to assist with managing on a more tangible basis.
- Working with Government and Industry – we continue to work closely with governments in our locations of operation and with industry, to ensure we are up to date with the latest advice and COVIDSafe practices, in order for us to share and disseminate important information as it comes to hand.
- Vaccination – proactive encouragement for employees to get vaccinated.
- Travel – ensure employees abide by COVIDSafe measures when visiting external sites.



## COVID-19 VACCINATION QUBE

PROTECTING YOU, YOUR LOVED ONES & TEAMMATES

QUBE ENCOURAGES YOU TO GET YOUR COVID-19 VACCINATION

The rollout of COVID-19 vaccinations has now commenced across our locations of operation including Australia, New Zealand and South-East Asia.

OUR COMMITMENT

Qube has a duty to eliminate or if not possible, minimise, so far as is reasonably practicable, the risk of exposure to COVID-19 in the workplace. Qube is undertaking all control measures to do what is reasonably practicable to minimise this risk and getting the COVID-19 vaccination is strongly recommended.

KEEPING OUR WORKPLACES SAFE

PHYSICAL DISTANCING

SANITISE WORK AREAS

USE CORRECT PPE

HAND HYGIENE

DO NOT ATTEND WORK IF UNWELL

COMPLY WITH PUBLIC HEALTH ORDERS

FOR MORE INFORMATION ON HOW COVID-19 VACCINES WORK.

SCAN ME

**IT IS IMPORTANT TO BE VACCINATED AS SOON AS POSSIBLE ONCE IT'S YOUR TURN AND NOT WAIT**

Vaccine information: COVID-19 vaccines provide a high degree of protection against getting seriously ill and dying from the disease, although no vaccine is 100% protective. (Source: World Health Organization [who.int](https://www.who.int))

# OUR PERFORMANCE

PERFORMANCE AREA	FY21 TARGET	STATUS	FY22 ACTIONS & TARGETS
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## Health & Safety

We remain focused on our goal of Zero Harm, which reflects Qube's belief that we operate in a safe environment where risks are managed, and that work does not impact upon the health and well-being of Qube's workforce.

INJURIES	Reduction in LTIFR <1	● 0.8 LTIFR improved	LTIFR <1 No fatalities or serious injuries
	Reduction in TRIFR <8	● 9.0 TRIFR	Strive for TRIFR <8
LEADERSHIP TOURS	>95% leadership tours completed	● All divisions achieved target (completed v scheduled) under COVID conditions	>95% Leadership Tours Completed
CRITICAL RISK VERIFICATIONS	>95% critical risk verification completed	● All divisions achieved critical risk Verifications target (completed scheduled)	100% Critical Risk Verification
CORRECTIVE ACTION CLOSURE RATES	>90% corrective action closure rate	● All divisions achieved target of 90% corrective action closure rate	>95% Corrective Action Closure Rate
INCIDENT CLOSURE RATE	>95%	● All division meet target rate >95% incident closure rate	>95% Incident Closure Rate
TRAINING COMPLIANCE	>90%	● 96% compliance rate	95% Training Compliance Rate
CIFR	<1.5	● 0.3 exceeded target	<1.0 Critical Incident Frequency Rate

## Environment

We are committed to safeguarding the environment by complying with environmental laws, regulations, standards, and managing the potential impacts on air, water and land.

SIGNIFICANT ENVIRONMENTAL INCIDENTS	Number of class 3+ environmental incidents	● No class 3+ environmental incidents	No class 3+ environmental incidents Enhance our environmental standards by increasing our environmental auditing program
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## Climate Risk

Focusing on sustainable solutions by enhancing our vehicle fleet through energy efficiency, investigating opportunities for the use of renewable fuels and electrification.

EMISSIONS	3% reduction in carbon intensity (percentage in CO <sub>2</sub> /\$M revenue)	● Achieved 8.6% reduction in targeted tCO <sub>2</sub> -e per \$M revenue	Year on year improvement on Scope 1 & 2 emissions Pursue 3% reduction in carbon intensity
	Implement Euro 5 & 6 standard	● 85% of truck fleet is > Euro 5 & 6 standard	> 85% of trucking fleet Euro 5 & 6 Continuing to assess energy and emissions intensities across Qube's operations to identify energy and emissions areas and review efficiency opportunities.

● MET ● PARTIALLY MET ● NOT MET

PERFORMANCE AREA	FY21 TARGET	STATUS	FY22 ACTIONS & TARGETS
ENERGY CONSUMED	Increase in new infrastructure with renewable energy installation	● 50% of new infrastructure with renewable energy installation	Continue to innovate and design our warehouses and infrastructure with sustainable practices incorporating renewable energy opportunities Decarbonisation (low carbon future) by reviewing our opportunities for a low-carbon future

### Modern Slavery (MS) and Human Rights (HR)

We recognise the potential existence of modern slavery in our operations and supply chains. Our approach is to manage modern slavery risks as a subset of a broader suite of human rights concerns pertinent to our business.

MODERN SLAVERY AND HUMAN RIGHTS	Develop human rights policy	● Established Human Rights Policy	Continue to address all actions in Modern Slavery plan
	Develop MS and HR action plan	● Implementation Modern Slavery and Human Rights action plan	100% all appropriate employees to complete MS/HR training
	Implement Modern Slavery Training	● Training Program implemented 1 May 2021	Ongoing mandatory supervisor level and above training

### Community

At Qube, we recognise the importance of working with the communities in which we operate. We support our employees in making a contribution to organisations and causes that they are passionate about, in order to add value to society.

COMMUNITY	Greater than 2020 community investment (\$500,000)	<ul style="list-style-type: none"> <li>● Continue to support the communities in which we work</li> <li>● Addition of community and charity special paid leave (2 days)</li> <li>● \$700,000 community investment</li> <li>● Road safety and school education programs</li> </ul>	<p>Education about the special paid leave across the organisation</p> <p>Year-on-year improvement in our community investment and participation</p> <p>Grassroots program by region to connect with local causes</p>
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### Diversity & Inclusion

At Qube, we recognise the inherent value of each person, regardless of background, where they live, what they look like, what they think or what they believe.

DIVERSITY & INCLUSION	40% female Board members by 2025	● Plans in place to achieve % targets by 2025	40% Female Board members by 2025
	15% female workforce by 2025	● FY21 result +0.5% Year on year increase in representation of women in Australian operations	Year-on-year increase in female representation
	Unconscious bias training across organisation	● All managers, hiring managers and supervisors trained	Expansion of training to broader employee base

### Sustainable Supply Chain

Develop a Procurement Framework that supports the needs of the business and has a positive environmental, social and economic impact.

SUSTAINABLE SUPPLY CHAIN	No Target	● Sustainable procurement policy and standards developed	<p>Implement sustainable procurement policy &amp; standards</p> <p>Continue to implement our supplier code of conduct</p>
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### Employee Engagement

Enhance our employee engagement to gain an understanding of satisfaction, feedback and effective communication.

ENGAGEMENT	Employee survey respondents more than or equal to 33%	<ul style="list-style-type: none"> <li>● Achieved 35% employee survey completion</li> <li>● Bi-annual Employee Satisfaction survey</li> </ul>	Continue to undertake employee surveys and communicate internally via the myQube App.
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● MET ● PARTIALLY MET ● NOT MET

# OUR APPROACH

Each year, Qube undertakes a materiality assessment with the purpose to build on, and enhance Qube's current sustainability commitments; as well as to propose a suite of Group-wide sustainability performance key indicators (KPIs), targets, and measures.

The FY21 materiality assessment has helped identify and rank current and emerging material sustainability issues and opportunities to allow focus on what matters most to Qube.

These nine topics below have been identified as high in materiality. Aligning SDGs by topic, are also shown.

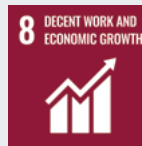
## Risk Reduction

To achieve our Zero Harm goal, we recognise that people are the solution to a safe workplace. It is critical that we engage with our people and understand how the work is done, not imagined.



## Leadership

Supporting our Managers and Supervisors as leaders of the organisation aligning with our Qube values and standards.



## People & Culture

We invest in supporting our people to enable them to perform at their best, providing opportunities to build their skills and capabilities.



## Climate Change

Our approach to mitigation of, and adaptation, to climate change and the implications for our business, including physical risks, transition risks and market risks.



## Environment

We are committed to reducing our environmental impact so that our business is sustainable for the future.



## Community

Maintaining our social licence to operate by managing community expectations, responding to community concerns and supporting the communities we work in.



## Governance & Systems

Providing independent assurance to Management, Board and Board committees that we are managing our risks, and identifying opportunities to learn and improve our systems and processes.



## Diversity & Inclusion

We will strive to create a workplace where everyone feels comfortable, and we respect and value the unique talents and contributions of each employee.



## Health & Well-being

Holistic wellness approach focusing on Body, Mind and Life. Each pillar is linked, and requires a balanced approach.



# 1 | RISK REDUCTION

To achieve our Zero Harm goal, we recognise that people are the solution to a safe workplace.

## FY21 SUMMARY

- ✓ Continued focus on risk reduction education and training
- ✓ Zero workplace transmission of COVID-19
- ✓ 24/7 Fleet Monitoring Centre investment in telematic monitoring systems across our fleet
- ✓ Dedicated Heavy Vehicle Safety and Compliance team
- ✓ Qube Learning, our registered RTO, delivered 24 learning programs across the rail business, and 30 across our stevedoring business
- ✓ 1900 critical risk reviews completed (compared to 1632 in FY20)

## FY22 PRIORITIES

- ✓ Ongoing investment in our risk management processes driving continuous improvement
- ✓ Continued education of drivers including new trainees
- ✓ Implementation of Qube Learning program for new train drivers and ongoing for stevedoring
- ✓ Introduction of INX to drive increased compliance and proactive approach to health and safety, incidents, hazards and audits
- ✓ Enhance and develop our CCM Program to verify our critical controls supported by our integrated INX system that will improve our analytical capability

## Our Approach

- Through our risk management programs, we engage with our people to understand how the work is done by implementing effective risk reduction programs and initiatives.
- A key component of our risk management program is how risk is managed and mitigated.
- The Group's risk management framework fosters robust discussion on our risk appetite, risk generally and risk mitigation. These discussions occur at all levels of the organisation, and culminate at both the Board and executive management levels, particularly in regard to operations and investment.
- A key component of the Risk Program is the work conducted by the sites and functions to monitor and verify the effectiveness of critical controls through the Critical Control Management Program

## Our Performance

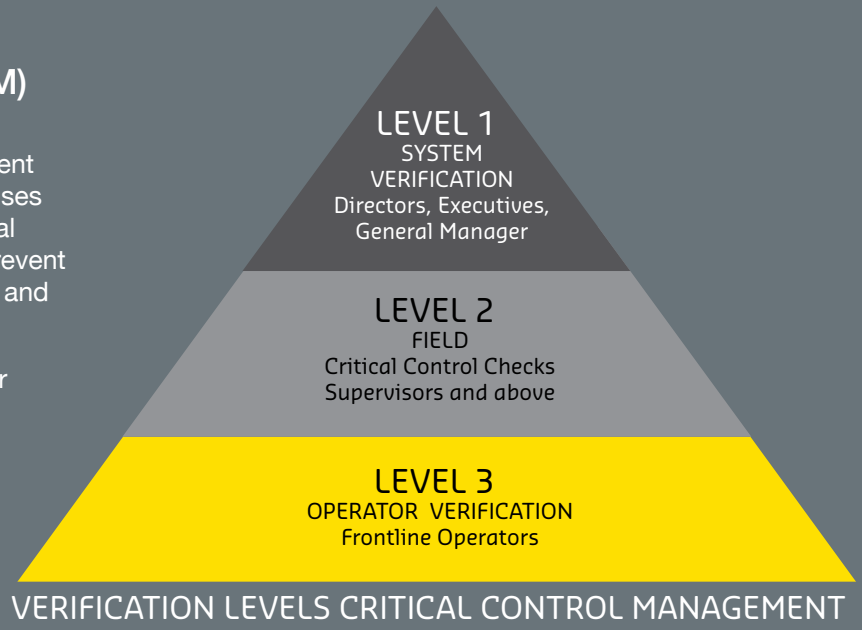
In FY21, we completed 1900 critical risk verifications which showed a continued improvement versus prior year FY20. Throughout FY22, we are focusing on improving our Critical Risk Program by further engaging with our frontline workforce to understand how work is done, understanding what makes work hard and being curious to ask how we could improve safety.

In FY21, we saw a reduction in the LTIFR rate to 0.8 with no fatalities across the Group. However, the TRIFR increased to 9.0 driven by historical injuries from new business acquisitions and an increase in falls from trucks. Plans are being implemented across the Group to improve our integration of new acquisitions while a targeted campaign has been developed to drive education and behaviour regarding three points of contact for entry and exit of vehicles.

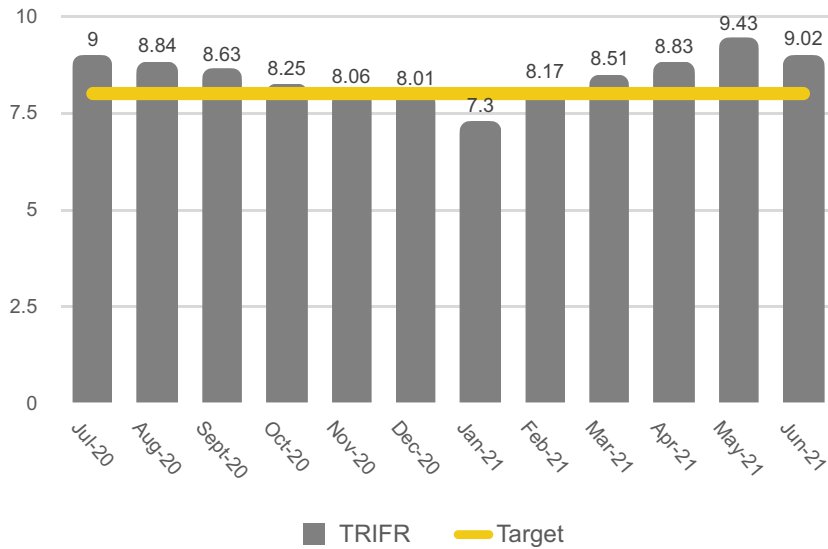
## Our Critical Control Management (CCM)

CCM is integral to how we manage risk within the business and the approach supports the development of an effective safety culture. The program emphasises the importance of effective implementation of critical controls and focuses on important practices that prevent or minimise material unwanted events. i.e. fatalities and life changing injuries.

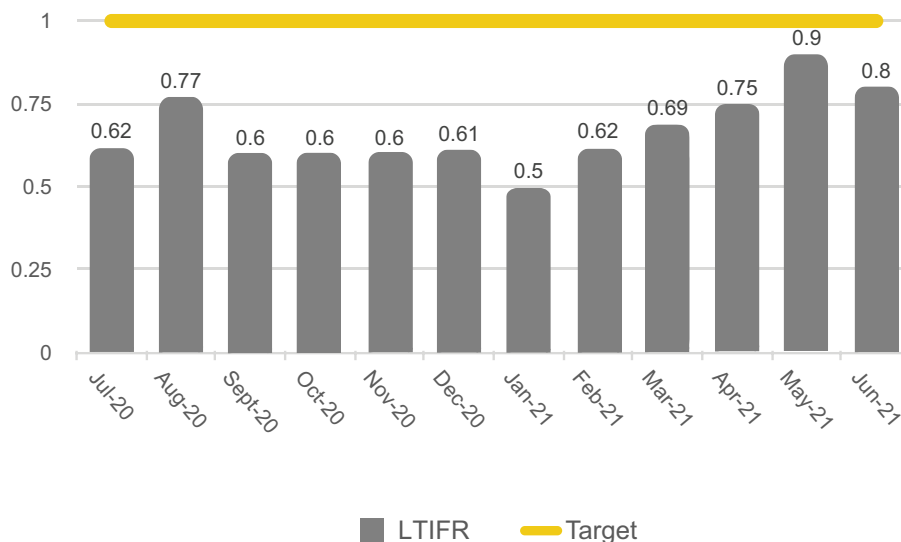
The pyramid demonstrates our verification levels for critical control management.



## TRIFR QUBE HOLDINGS



## LTIFR QUBE HOLDINGS



## Innovation and Technology

Continuous innovation and application of technology across the organisation to enhance operational and safety outcomes has been a key part of Qube's strategy and success since its establishment.

Qube has a demonstrable track record over many years of investing in and leveraging technology to deliver innovative, reliable and safe logistics supply chain solutions to its customers.

Qube's Group Innovation Committee chaired by the Managing Director brings together senior executives from across the organisation to develop strategies, leverage developed solutions, determine the investment and resources priorities that will benefit customers, and improve safety and service delivery. This Committee actively considers initiatives ranging from early-stage concepts through to operations-ready projects.

Importantly, the structure and philosophy of Qube's Innovation Committee reinforces the Qube culture around building a cooperative approach, focused on enhancing the overall organisation through continual improvement.

Qube has successfully delivered a number of innovation projects over the past 12 months, with key initiatives including the introduction of Mobile Harbour Cranes combined with log grapples in the New Zealand stevedoring operation (safety and efficiency benefits), the expansion of robotic scanning technologies across new sites (safety and efficiency benefits) and the introduction of Optical Character Recognition in select locations to drive efficiencies which have highlighted additional benefits being realised through the implementation of AI learning initiatives.

Qube is committed to innovation as it provides a drive to embrace the future and as such there are a number of commercially sensitive projects Qube is actively developing which will provide real and measurable benefits for warehousing, port precinct transport and training programs.

Qube's continuous improvement programs are also updated and refined using Information Technology systems developed both in-house and with specialist industry vendors to improve the supply chains of Qube's customers.

Significant investment has been made in recent years by the Information Technology team to manage the risks associated with cyber security. Recent examples in the logistics industry of system failures provide great encouragement to maintain the proactive investment in this critical area.

A core focus area for innovation at Qube is sustainability and CO<sup>2</sup> reduction initiatives that will result in improved energy efficiency and the use of alternate energy sources. In addition, Qube is investing in assets and technologies consistent with reducing carbon emissions which include alternative fuel options, vehicle enhancements technologies and seeking alternative power sources for heavy vehicles.



Asset identification technology



Mobile Harbour Cranes (NZ)



Robotic scanning technologies



Alternate energy sources

## HIGHLIGHT: QUBE LEARNING

Qube Learning has successfully submitted all three annual regulatory requirements for the 2021 registration period being:

- AVETMISS reporting (28 February)
- Annual declaration of compliance (30 March)
- Quality indicator data (30 June)

### Qube Ports

- Approximately 30 trainees completing their Certificate III in Stevedoring this year at our Port Kembla and Fremantle Ports (13 units completed for each trainee, taking approximately 3 years to complete). A partnership between the RTO and the Qube Port operational teams.
- Upgraded our delivery scope with ASQA to deliver future traineeship in Stevedoring at Qld, SA, TAS, WA and ACT
- Reviewing current employees with a view to increase enrolments and funding opportunities for the Stevedoring traineeship
- Approximately 250 Pure Car Carrier verifications of competency (VOC's)
- Approximately 500 inductions completed across a range of topics

This training has been delivered mainly to our stevedores and high risk vehicle operators within the ports.



Qube Learning trainees at Port Kembla.

### Qube Rail

In FY21, Qube Rail has developed 24 learning packages aligned to the Certificate IV in Train Driving, that are approved by ASQA for delivery under the Qube Learning RTO.

Since approval, Qube Rail has commenced training and assessing utilising internal trainers and assessors. These packages have been delivered to 28 individuals, totalling approximately 4688 hours and 216 units of competence. The training has been delivered to terminal staff, new trainees who have become Driver Assistants. Three individual Driver Assistants have progressed via on-job training to become drivers.

Two trainers have updated their qualifications and an additional four drivers have completed the training process to become trainers which strengthened our training capability, geographically.

Additionally, we have continued to develop and deliver enterprise courseware with the latest being the operating manual for the QL Class locomotive that is being introduced into the Qube Rail rolling-stock fleet.



New QL series locomotives

## HIGHLIGHT: MANAGING SAFETY ON PUBLIC ROADS

Qube's Fleet Monitoring Centre (FMC) oversees 166 different operations across the business and monitors 750 heavy vehicles and machinery on a daily basis, the equivalent of 1000 drivers. Over \$10 million has been invested in state-of-the-art in-vehicle monitoring systems (IVMS) and a further \$1m to tailor them to our clients' needs.

The FMC follows strict procedures and processes to ensure that each driver respects Qube's safety protocols. According to MainRoads, exhausted and distracted drivers contribute to 10% and 18% of all fatal accidents on our roads respectively. Speeding cases have decreased by more than 80% with the implementation of the FMC. Since 2017, we have dealt with more than 2000 fatigue alerts and we have never had a crash due to driver fatigue. We also actively monitor harsh braking/acceleration, G-Force event, man down alert, electronic work diary breaches and community complaints.





# 2 | LEADERSHIP

We are focused on training and empowering our leaders to build a resilient, dynamic and agile organisation that establishes Qube as an innovative market leader.

## FY21 SUMMARY

- ✓ Performance Development and Review Plans continued
- ✓ Greater than 75% of all promotions from internal talent
- ✓ Participation in Industry Leader forums and initiatives
- ✓ A 12 month agreement has been put in place with LinkedIn Learning to offer personal and professional development for general upskilling and employee development

## FY22 PRIORITIES

- ✓ Systematic and targeted learning and development program across management personnel
- ✓ Mentoring program to be expanded to offer enhanced growth opportunities supporting career pathway development
- ✓ Build leader capability through bespoke training and mentoring programs for supervisors and emerging talent

## Our Approach

Qube is proud of our leaders and recognise that our leaders play an important part in driving the success of our business. As an organisation, we enjoy a very long service tenure and have many individuals in senior positions who have helped craft the Qube organisation from inception, until today.

Qube is committed to further developing capable and effective leaders through our leadership programs, together with placements, coaching and mentoring. As part of our culture, we promote within, and we offer employees opportunities to progress in the business.

Qube continues to actively participate as an industry leader to improve and enhance the supply chain and logistics sector. We are committed to working with industry bodies, other industry players and community thought leaders to ensure that we are building a robust and sustainable sector that services the needs of the Australian economy.

## Our Performance

Under Maurice James' leadership, Qube grew to in excess of a \$5 billion ASX-listed organisation, and a leading provider of integrated logistics services. During FY21, Maurice James made the decision to retire from Qube. Maurice James had held the position of Managing Director from the founding of Qube, and following an internal and external candidate review process, the Board made the unanimous decision to appoint Paul Digney from the position of Chief Operating Officer, to the position of Managing Director.

Supporting our strategy of promoting from within our organisation, 145 employees were promoted during FY21. 13% of these promotions were female employees which was proportionally higher than our current female employee participation rate of 10.77%, showing our commitment to building a gender diverse organisation. Our focus continues to encourage females in operational and leadership roles.

### HIGHLIGHT: INTERNAL PATHWAYS

Teagan Peck's first experience with Qube was as a casual stevedore from 2012 until 2014 where he developed an interest in the logistics sector. From 2014, he progressed through various roles and into the management team of the Darwin Supply Base. Teagan's passion for supporting trainees, encouraging mental health initiatives and driving a strong team culture saw him build strong levels of trust and respect within the business. December 2020 saw Teagan embark on his next career progression into the position of Queensland Manager with Qube Energy.

Teagan said, *"The Qube culture supports me as a developing leader and provides me with opportunities to learn through different roles and opportunities. I have been fortunate to have many chances to drive innovation within my roles and look at ways to develop and grow the teams that I have worked within. I am fortunate to have strong mentors within the organisation who encourage and guide me on my career journey. I am excited about where my career will take me within the Qube organisation."*



**HIGHLIGHT:  
MENTAL HEALTH IN FOCUS**

**QUBE IS A FOUNDATION PARTNER  
OF HEALTHY HEADS IN TRUCKS & SHEDS.**



Healthy Heads in Trucks & Sheds (HHT) is a registered not-for-profit charitable Foundation, established to improve outcomes in areas relating to psychological safety and physical well-being, across the road transport, warehousing and logistics industries in Australia. The core vision of the Foundation is to coordinate a national approach to creating healthy and thriving working environments, that can be adopted by all operators within the sector.

At Qube, our people are our most important asset, and by partnering with HHT, our goal is to provide our people with what they need to support their mental health and physical well-being, while also supporting the industry to ensure that mental health needs are recognised as being vital to support a thriving workforce into tomorrow.

**HEALTHY HEADS IN TRUCKS & SHEDS  
IS BUILT ON THREE KEY PILLARS:**



**TRAINING**

An increase in the number of people trained in mental health at transport facilities



**STANDARDS**

Standardisation of policies and regulation at transport and logistics facilities



**WELLNESS**

Helping the individual be healthier from a diet and mental health perspective

**We champion mental health and wellbeing for all workers in trucks and sheds**

Qube has been proactively working with Lifeline Australia and Healthy Heads in Trucks & Sheds to create an industry-specific eLearning course to assist workers in the road transport, warehousing and logistics sectors to better understand and manage their mental health and well-being. Improving the education and awareness amongst the industry is of critical importance.

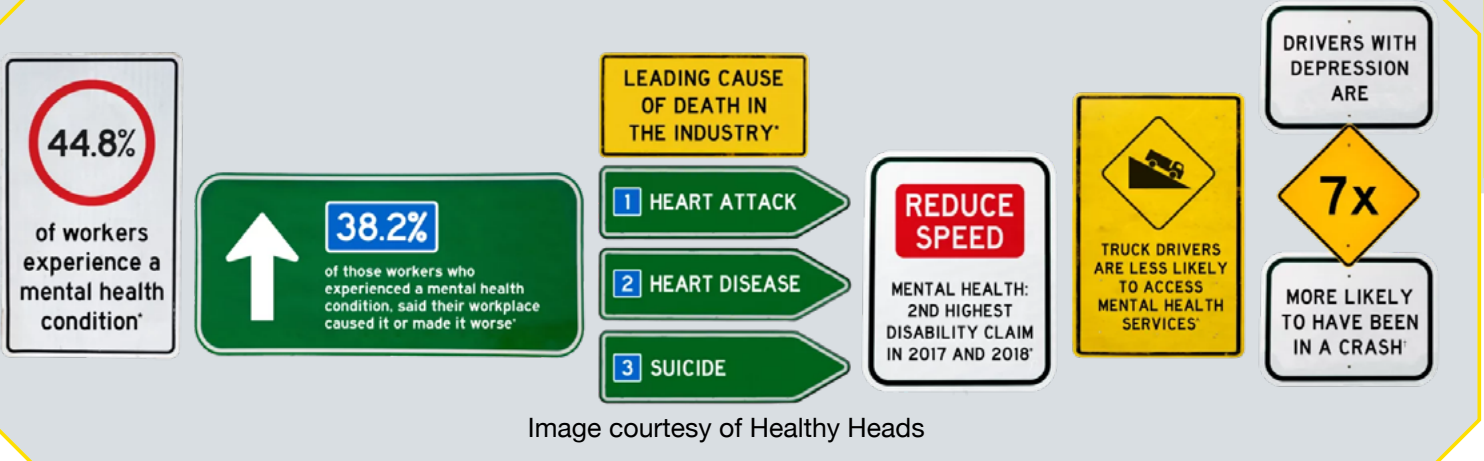


Image courtesy of Healthy Heads

# 3 | PEOPLE AND CULTURE

Our people are the key to our success. We recognise that the performance, health, well-being and knowledge of our people has a significant impact on our brand recognition, our client satisfaction and ultimately, our financial performance.

## FY21 SUMMARY

- ✓ Establishment of our 5-year people and culture strategy
- ✓ Increased female representation across the business
- ✓ Commencement of our cadet program with a focus on female representation > 65%
- ✓ Strong focus on the establishment of performance management plans to help foster growth and development of all our people
- ✓ Increased employee sense of belonging at Qube to 76%

## FY22 PRIORITIES

- ✓ Focus on onboarding process optimisation
- ✓ Continued monitoring of employee engagement measures on a biannual basis through our employee surveys
- ✓ Increase opportunities for female participation including cadets - aiming for 65% female representation for operational cadet role intakes and identifying strategies for attracting female applicants
- ✓ Creating and delivering professional development pathways for managers and employees
- ✓ Increasing our focus on performance reviews and coaching
- ✓ Review of flexible working opportunities, job design and structure, and potential leave offerings

## Our Approach

The People & Culture Strategy recognises that our people are a key contributor to our success. Our strategy focuses on connecting with our people and managing how they go about their work in a safe, healthy, and compliant manner.

The performance, well-being and knowledge of our people have a significant impact on our brand recognition, our client satisfaction and ultimately our financial performance. The delivery of our strategy through annual People & Culture plans will align our corporate values with our business plans through focusing on five key priorities including;

- Recruitment & Retention
  - Aiming to be an employer of choice
- Workforce Planning & Management
  - Developing workforce skills and capacity
- Compliance
  - Meeting or exceeding compliance in respect to people matters
- Employee Experience & Culture
  - Fostering a culture of positive engagement
- Diversity & Inclusion
  - Promoting a safe, diverse and inclusive culture in everything we do.

To ensure we thrive in an increasingly competitive market, we are taking a people-centric approach to driving employee engagement, performance, diversity and inclusion.

This will position Qube as an employer of choice, maximise individual and team contributions, increase organisational capability through development and innovation and continually improve the well-being, diversity and inclusive culture of our workforce.

Through collaboration and strategic internal and external partnerships, the strategy will attract high calibre people, develop and retain a high-performing, resilient, and diverse workforce culture, that fosters a healthy, safe and productive work environment based on mutual respect.

## Our Performance

Qube conducts a regular survey to gain an insight into what drives engagement within Qube and to stay up to date with the current employee satisfaction levels.

The Qube Employee Survey covered the 4 key topics:

- Culture
- Engagement & Retention
- Work Life Balance
- Employee Safety

The FY21 Q4 survey saw a 29.7% increase in the number of participants compared to FY21 Q1.

### THE KEY HIGHLIGHTS WERE:



7 out of 10 people feel Qube employees are professional and courteous when working with others



65% of people feel their manager positively contributes to their work environment



70% of people plan to stay at Qube for the foreseeable future



76% of people enjoy their job at Qube



81% of people feel their safety is a priority at Qube



79% of people feel the Qube COVIDSafe measures in place during COVID-19 have been appropriate to the workplace

### HIGHLIGHT: SCHOOLS-BASED TRAINING PROGRAM

Qube is committed to working with the local communities in which we operate and supporting the next generation. Our Schools-Based Training Program with Hedland Senior High School and Hedland Collective in the Pilbara region of Western Australia, delivers on job opportunities for students to learn practical skills and gain hands-on work experience. Traineeship student, Joel Comeagain, joined our Qube Pilbara team to complete his apprenticeship and gain practical hands-on experience in our Pilbara workshop.



Joel Comeagain, Student, Hedland Senior High School



### RESPONSES TO EMPLOYEE SURVEY

*"I have been with Qube for almost a year. In this short time, I have been truly amazed by the grit Qube employees demonstrate each day and how quickly that contributes to the overall success of the business. Qube has a culture I have never experienced before. It is because of this, there is no limit to what we can achieve. This is what I like about Qube and why I choose to be here."*

*"The development of its people would help create a positive environment especially for those who have ambitions about moving up the ranks which could be achieved through developmental programs, training and mentoring programs. Even if some of these would be required to be done on personal time there would be people who would jump at this opportunity which would also help identify those key people who could be the leaders of tomorrow."*



**HIGHLIGHT:  
INDIGENOUS TRAINEESHIP**

Qube is proud to be working alongside Harness Energy and Shell to support a work program that provides placement opportunities for Indigenous trainees. Jayayla Doyle was hosted at LCR in Chinchilla for a 10-week placement from May 2021 as part of her workplace health and safety traineeship. Jayayla is a proud Iman and Kuku Yalanji woman, hailing from Mackay. She is focused on gaining a career in the oil and gas industry while becoming a role model for younger generations.



Jayayla Doyle

**HIGHLIGHT:  
CADET PROGRAM**

The Qube Cadet program was launched in FY21 to attract people at the beginning of their career journeys and provide a clear pathway into the supply chain sector. The program allows people to gain experience across multiple facets of the Qube organisation and focuses on encouraging female applicants. Nine new cadets commenced with Qube in FY21, of which eight were female cadets. The new cadets are placed nationally throughout the logistics organisation. The program will further expand in FY22.



Jaydn - Outer Harbor, South Australia



Laura, Port of Brisbane, Queensland



Heidi - Vic Dock, Victoria

# 4 | CLIMATE CHANGE

We are committed to playing our role in addressing the physical transition and market risks of climate change and the implications for our business.

## FY21 SUMMARY

- ✓ Qube's scope 1 and scope 2 emissions have remained steady from previous year including allowing for business growth throughout the year
- ✓ Qube's carbon intensity has reduced by 8.6% (tCO<sup>2</sup>-e/\$M revenue)
- ✓ Qube's renewable energy project commenced roll-out initially across warehousing sites
- ✓ Completed independent Net Carbon Zero Assessment
- ✓ Continued to procure lowest emission assets (prime-movers, reach stackers, front-end loaders) in class

## FY22 PRIORITIES

- ✓ Implementation of partial Task Force on Climate-related Financial Disclosures (TCFD) in FY22 annual reporting
- ✓ Continue to assess options for further renewable energy options and other climate-favourable projects
- ✓ Identify areas within the operations to target reductions in energy and emissions intensities
- ✓ Continue to explore strategies to minimise our Scope 1 emissions, 3% reduction in carbon intensity (tCO<sup>2</sup>-e/\$M revenue)
- ✓ Collaborate with our supply chain partners to investigate the promotion of the switch to renewables, such as solar, wind, and alternative-fuel sources
- ✓ Drive purposeful decision making at the Executive/Board level by including climate change as a standing agenda item in Board meetings and in group-level strategic planning, revenue forecasting and acquisition due diligence processes
- ✓ Focus on exploring alternate future fuel source to replace diesel

## Our Approach

In the later part of FY21, Qube engaged an independent expert to undertake the following:

- Advise on best practice disclosure standards
- Identify appropriate methodologies for Qube to use for reducing carbon emissions
- Identify and quantify Qube's current and predicted carbon footprint
- Investigate carbon emission reduction strategies appropriate for Qube's operations

In FY22 we will be assessing and managing climate change risks and opportunities through implementation of partial TCFD reporting framework.

At Qube, a commitment made is a commitment kept. Rather than risk setting a target that realistically cannot be achieved our carbon reduction strategy is progressing in a staged approach. The initial stage will allow Qube to define the financial and operational implications of the TCFD climate assessment, and as a result, develop an understanding of the impacts to the business.

Understanding these impacts will enable Qube to identify appropriate measures, adopt realistic carbon reduction targets, and communicate a clear action plan to continue the process of moving the business towards a low carbon future.

## Our Performance

In FY20, Qube's scope 1 and scope 2 emissions have remained steady from the previous year at 330,330 tCO<sup>2</sup>-e, (refer Figure 1 below).

94% percent of these are Scope 1 emissions. Divisionally Logistics & Bulk make up 86% of Scope 1 emissions. Scope 2 emissions make up the remaining 6% of the recorded greenhouse gas emissions for Qube.

### GREENHOUSE GAS EMISSIONS (tCO<sup>2</sup>-e)

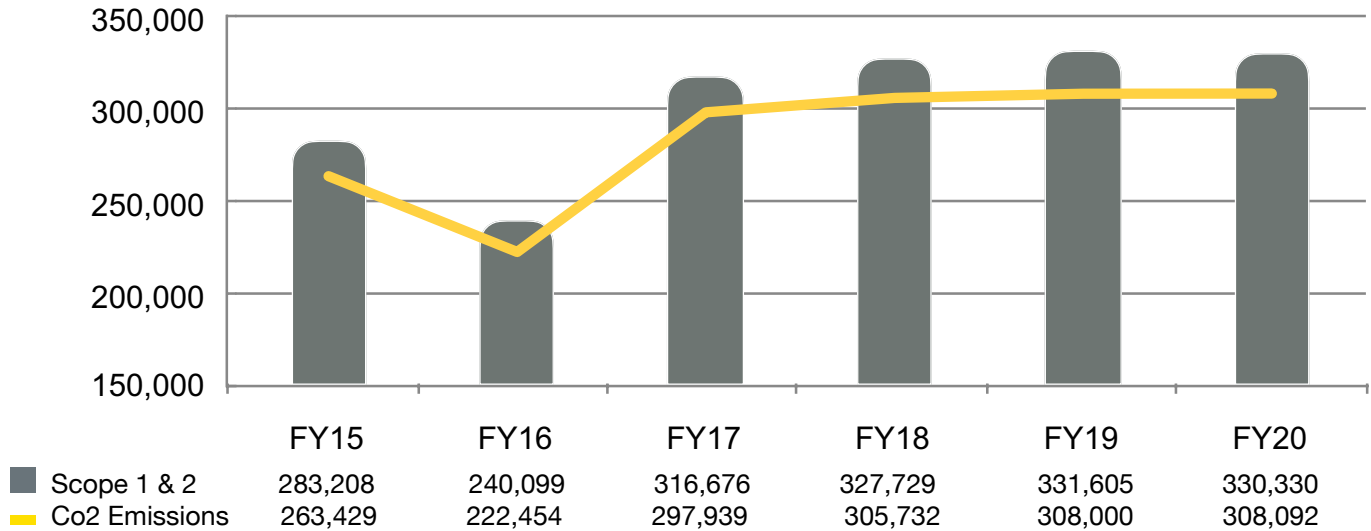


Figure 1: Qube Holdings Emissions Summary by FY21

Qube's net emissions were unchanged in FY20, compared to FY19, while underlying revenue increased which resulted in Qube's carbon intensity further decreasing by -8.6% in FY20.

### CARBON INTENSITY (tCO<sup>2</sup>-e)

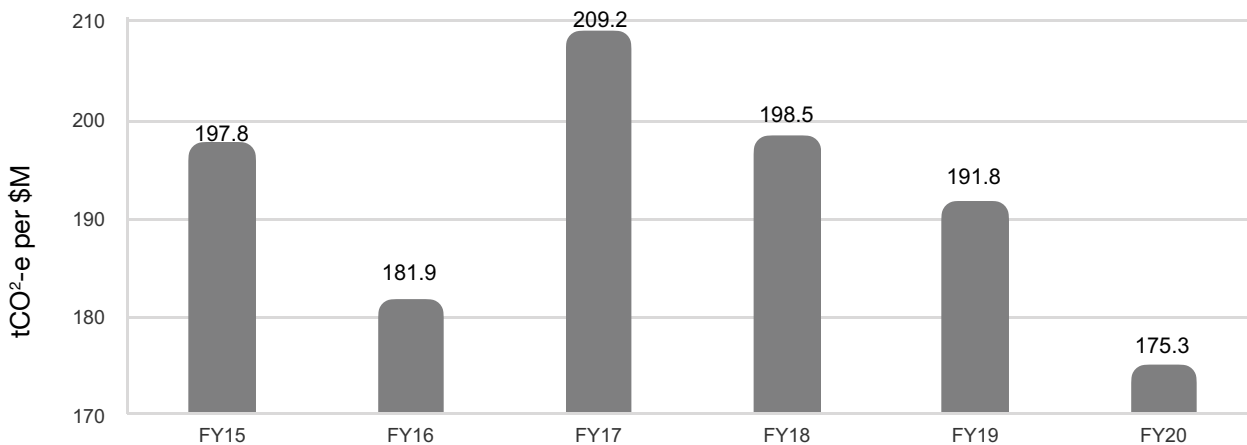


Figure 2: Carbon Intensity (tCO<sup>2</sup>-e per \$M) by Reporting Year

## QUBE BULK CASE STUDY – CARBON EMISSION REDUCTION INITIATIVES

FY21 Qube Bulk objective was to procure lowest available emission assets in class.

- 86% front-end loader fleet are Euro 4 or above. Qube was the first company in Australia to utilise these and effectively minimised emission through our targeted procurement strategy

### FY22 Development of the Qube Bulk SmartTruck

Supplementary Power Drive (SPD) for our bulk heavy haulage combinations, reduces horsepower required and therefore reduces fuel consumption

- Technology on trailers improves:
  - Tyre management
  - Heat management
  - Fuel efficiency
- Displacement of Diesel Fuel
  - Through a mix of hydrogen injection and biodiesel use
- Replacement of Diesel
  - Through trials of Green Hydrogen fuel in Adelaide, in connection with OzMinerals



Komatsu Front-End Loader



# 5 | ENVIRONMENT

Consistent with our zero-harm goal, we are committed to protecting the environments in which we work and minimising our footprint.

## FY21 SUMMARY

- ✓ ISO14001 certification across our sites
- ✓ Zero Class 3 and above environmental incidents

## FY22 PRIORITIES

- ✓ Establishment of waste management plans across all regions
- ✓ Introduction of INX to enhance our environmental compliance and have a proactive approach to health and safety, incidents, hazards and audits
- ✓ Waste management plans for all sites (offices, warehouses, sites and depots)
- ✓ Enhance our site environmental verification audits and environmental compliance, risk management and environmental assurance processes

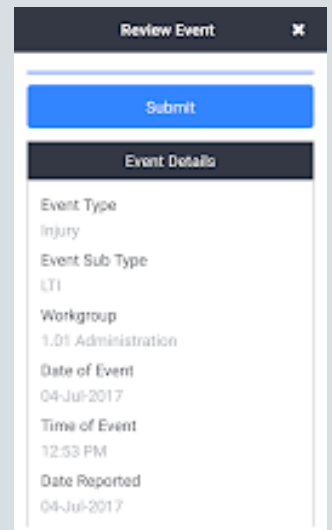
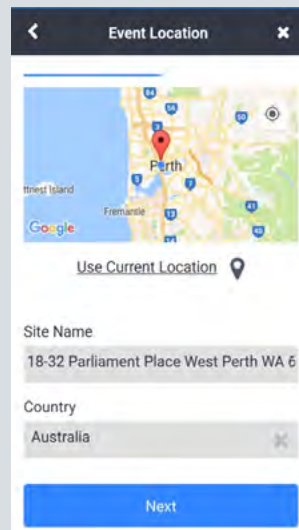
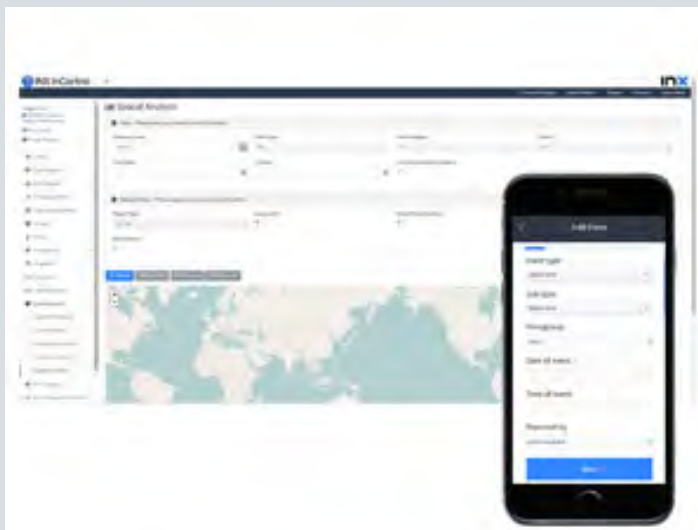
## Our Approach

Enhancing our approach to environmental management and performance through the following processes and activities:

- Demonstrate compliance with current and future statutory and regulatory requirements
- Increase leadership involvement and engagement of employees
- Achieve strategic business aims by incorporating environmental considerations into business management
- Provide a competitive and financial advantage through improved efficiencies and reduced costs

## HIGHLIGHT: INX

INX, a Workplace Health, Safety and Environment management system designed to assist organisations increase compliance and enhance our proactive approach to safety, health and environment, will be implemented across the Qube business. This new system will help manage everything from environmental incidents, injuries, audits, inspections, risks, hazards and more can be recorded as soon as they occur.



## Our Performance

In FY21, Qube maintained ISO14001 certification across our sites. Qube aims to perform better than legal requirements, but at a minimum, we seek to comply with environmental legislation and regulations relevant to the particular business. Our environmental management systems and compliance programs are designed to accommodate local environmental requirements and business variations.

In FY22, Qube will be enhancing our environment monitoring and reporting through the implementation of a new INX environmental system that will manage environmental data in a single location and capture an extensive range of environmental monitoring across air, water, soil, climate, waste, emissions and more. With the added benefit being a mobile app, Qube will extend our data capture and management in the field to ensure timely and focused reporting.



### HIGHLIGHT: QUBE BULK SOLAR PROJECT

Roll-out of solar solutions commenced across 21 Qube Bulk locations in 2021 in conjunction with GEM Energy. The solar solutions incorporate solar panels operating with Tesla battery powerwalls. The first installation commenced operations in early 2021 at Blackwater in Queensland, and this one site is set to abate 1,140 tonnes of CO<sup>2</sup> per annum.



# 6 | COMMUNITY

We are focused on maintaining our social licence to operate by working with communities, responding to community concerns and supporting the communities in which we work.

## FY21 SUMMARY

- ✓ Continued charity involvement and support by employees
- ✓ Ongoing community engagement and awareness days
- ✓ Introduction of two days additional community special paid leave allowance for all eligible employees
- ✓ > \$700k of direct community support and sponsorship

## FY22 PRIORITIES

- ✓ Improved reporting process on charitable contributions across the organisation
- ✓ Engagement programs to support our Indigenous people
- ✓ Local community grants process to be launched

## Our Approach

The Qube workforce operates across over 135 sites across Australia, New Zealand, Papua New Guinea and South-East Asia. In each of the locations in which we operate, we are focused on building meaningful partnerships with local business and communities, demonstrating how Qube can add value to the local community, and enhance sustainable, educational and employment opportunities for the community, by doing the following:

- Participation – actively supporting community initiatives, local businesses and charities to add value
- Education – working to improve awareness and education in the communities in which we operate to improve safety outcomes for all
- Employment – working with local communities to encourage active employment supporting traineeships, mentoring, school-based apprenticeships and indigenous programs

### HIGHLIGHT: BREAST AND PROSTATE AWARENESS

The Qube Bulk Pilbara Team painted four of their bulk material containers pink and held a family fundraising day in support of breast and prostate cancer awareness. The team sold pink shirts to raise much-needed funds for cancer research. The Qube team held a family day at Utah Point Handling Facility to raise awareness and funds for the two national charities and have now raised an impressive \$6,500 in support of their cause.



The Qube Pilbara Team painted four of their bulk material containers in support of breast and prostate cancer awareness.

## Our Performance

Every year, employees throughout our business support causes which are important to them through donating their time, skills and dollars. We are focusing on enhancing our charitable work. Undertaking volunteering or charitable work provides people with a sense of purpose, connectedness and self-worth.

In FY21, Qube has introduced two-day special paid leave for community and charity activities for all employees. Employees can apply to access these leave allowances to support community or organization-based initiatives that benefit others.

Throughout FY21, our employees have continued to consider others and support those in need. Some of the charities supported during FY21 include Dolly's Dream, Head and Neck Cancer Australia, The Cerebral Palsy Foundation, Lifeline Australia, RUOK Day, Access Hope, Indigenous Lighthouse Program, Kidney Health Australia, Cancer Council, Cystic Fibrosis, Breast Cancer, Prostate Cancer, Starlight Children's Foundation, Socks for Schools Campaign, Healthy Heads in Trucks and Sheds, Clontarf Foundation and many more.

### HIGHLIGHT: DOLLY'S DREAM

In May 2021, several fundraising activities were held by the team at the Qube Energy Darwin Supply Base in support of Dolly's Dream. Dolly's Dream is a foundation with the goal to change culture and behaviour to prevent bullying by increasing understanding of the impact of bullying, anxiety, depression and youth suicide and by providing support to parents. Shirts were supplied for all team members and a BBQ lunch was held by the Qube Energy team. The Qube Energy Prelude team had raised \$2,100 in donations from the site team, and a further \$700 in shirt sales with a portion of the funds raised, contributed to Dolly's Dream. Additional support was provided by Shell, who matched all donations that were collected from the Qube and DOSB staff. At the end of the day, we were fortunate to be able to provide Tick Everett, Dolly's father, with a total cheque for \$5,000. An emotional morning for all involved, with a few tears from the team, and followed up with some good conversations about bullying and what that means for each of us and our families.



The team at the Qube Energy Darwin Supply Base in support of Dolly's Dream.

### HIGHLIGHT: QUBE BULK DRIVER EDUCATION AND AWARENESS

Through an ongoing partnership with RWADE - Rotary WA, Qube is actively involved in Driver Education sessions for High School students aged from Year 10 upwards. This program is run in conjunction with the Police Department and aimed at those who are just about to, or are, new to having a licence. The Qube Bulk team provides a road train with one vehicle parked behind and one at the front so students have a visual of what the driver sees and how many blind spots there really are. The visual explanation and opportunity to get in the trucks provides the young drivers with greater understanding of what truck drivers go through day-to-day and what they need to do in being more visual for truck drivers.



The Bulk Mid-West team recently attended the Rotary Western Australia Driver Education session for high school students aged from Year 10.



# 7 | GOVERNANCE AND SYSTEMS

We maintain independent assurance to Management, Board and Board committees that we are managing our risks, and identify opportunities to learn and improve our systems and processes.

## FY21 SUMMARY

- ✓ Completed 90% internal and external audits
- ✓ Maintained ISO 9001 Quality management, ISO 45001 Safety and ISO 14001 Environment
- ✓ Mandatory cyber-security training completion rate 98%

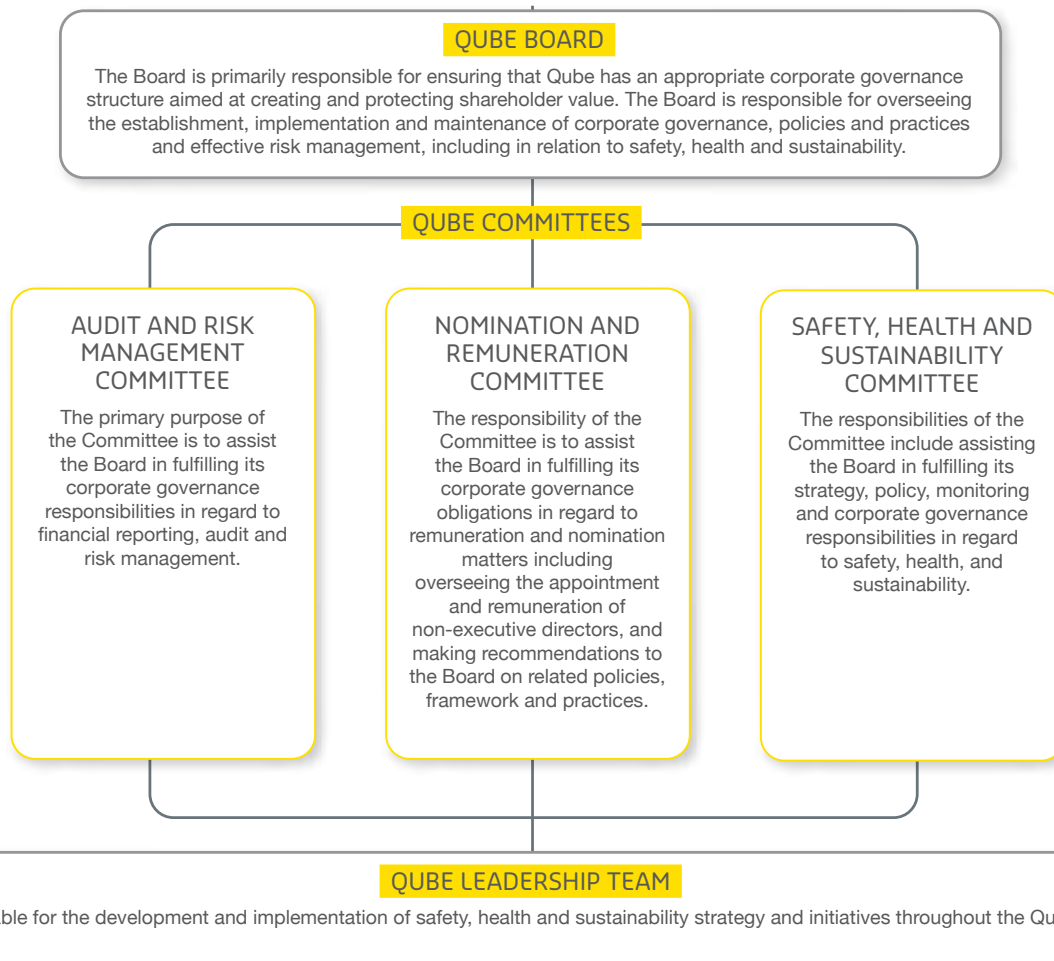
## FY22 PRIORITIES

- ✓ Implementation of INX reporting
- ✓ Increase proactive safety and environmental auditing and programs
- ✓ Ongoing focus on building IT Resilience capability

## Our Approach

The Board of Directors maintains oversight of sustainability matters, including our sustainability strategy, risk identification and management, and external reporting. The Board Health, Safety & Sustainability (SHS) Committee is responsible for reviewing and monitoring matters including:

- the Group's performance in relation to SHS matters, assessed by reference to agreed targets and measures;
- the effectiveness of Qube's policies, systems and governance structure in identifying and managing SHS risks that are material to the Group;
- the policies and systems for ensuring compliance with applicable legal and regulatory requirements associated with SHS matters;
- the Group's operational risks as they relate to SHS matters, and;
- the Group's material reporting regarding sustainability.



## Our Performance

- Completed 90% internal and external audits that provided independent assurance to Management, Board and Board committees that we are managing our risks and identifying opportunities to learn and improve our systems and processes. COVID-19 prevented the business in achieving 100% compliance.
- Qube will continue to undertake certification programs to ensure that we maintain a high standard for employees and customers i.e. ISO 9001 Quality management, ISO 45001 Safety and ISO 14001 Environment.

### FY22 will focus on the following elements:

- The Safety, Health & Sustainability Management Systems are well established and we will take the opportunity to undertake the following activities:
  - Declutter our safety, health and sustainability systems, to ensure that we only implement what is needed and that adds value in the business.
  - Reduce the administrative burden on our operational people, allowing them to spend time in the field engaging with our workforce to understand how the work is done
  - Roll out a Group wide event management system – INX that will increase compliance and adopt a proactive approach to health, safety and environment in managing everything from incidents to audits with INX.

#### HIGHLIGHT: CYBER SECURITY

Qube is committed to the secure management of information assets and systems and the minimisation of Information Technology (IT) risks and security incidents. Our IT teams provide cyber security and related advice to business process owners and business leaders to enable risk-based decisions regarding IT security risk management. The Managing Director chairs a quarterly Executive Cyber-Security Committee to ensure the Qube Board are informed and aware of cybersecurity and risk management activities across the organisation.

Within Qube, governance and risk management processes have been established to manage risk and robust security controls, processes and technologies have been implemented to ensure the confidentiality, integrity, and availability of Qube information and systems. Qube has implemented a formal risk management framework with assigned responsibilities and processes to identify, evaluate, and mitigate risk. The framework is aligned to ISO31000 and that requires all identified risks are assigned an owner and that the risk owner produce risk mitigation plans with agreed risk remediation control implementation dates. Additionally, to reflect the relevance of information security within Qube, a comprehensive information security risk management system provides a framework for assessing security risks and defining operational controls that secure Qube systems and privacy of data. This system is aligned to best practice industry frameworks, including ISO27001.

A formal organisation-wide risk assessment is performed on at least an annual basis, with business units performing continuous risk assessments throughout the year. Qube business continuity plans are tested and reviewed regularly and outline the actions that will be taken in the event of a significant business impact unplanned system outage, loss of facility or equipment, building, technology, employee, data breach, third-party vendors or other scenario, and include provisions for a cyber security induced requirement to invoke the plan.

Qube protects its system software, applications and data with backup and recovery strategies that document the management procedures and processes to ensure the efficient and effective resumption of critical functions in the event of an unscheduled interruption which might cause severe disruption. At Qube, cybersecurity is a everyone's responsibility and we provide a formal online cybersecurity awareness training program called the Qube Zero Hack program. On at least an annual basis, all employees and contractors complete the formal information security awareness training. The completion of formal security awareness training is tracked by the people and culture team. Additionally, all employees undertake compulsory induction programs on acceptable use of Qube's IT network and systems, privacy and cybersecurity, as well as, ongoing phishing training and testing campaigns. The cybersecurity awareness and acceptable use training materials are regularly updated to remain engaging, relevant and front of mind for our system users.

**QUBE**

✓ **STRONG PASSWORDS**

✗ **UNKNOWN ATTACHMENTS**

✗ **UNKNOWN LINKS**

✗ **UNPROTECTED WIFI**

✗ **DODGY WEBSITES**

**ZERO HACK**

# 8 | DIVERSITY AND INCLUSION

We know we will be successful when our teams are inclusive and diverse. A diverse and inclusive workforce of people from different backgrounds, cultures and experiences, enhances our business operations providing diversity of thought.

## FY21 SUMMARY

- ✓ Diversity and inclusion policy embedded within the organisational strategy
- ✓ Recognised and celebrated IDAHOBIT Day across the organisation on 17 May 2021
- ✓ Established female-only Qube Heavy Vehicle Driver Trainee programs
- ✓ New cadet program focused on providing pathways into supply chain industry
- ✓ Investment in Diversity & Inclusion initiatives
- ✓ Enhanced employee experience through ongoing development and enhancement of the myQube app
- ✓ Enhanced Qube Community Well-being and Engagement Policy through access for eligible employees to special paid leave

## FY22 PRIORITIES

- ✓ Continue to recognise and celebrate diversity through various programs within Qube
- ✓ Increase in LGBTIQ+ programs and initiatives through corporate partnerships
- ✓ Ongoing female-driven programs to encourage workforce participation

## Our Approach

Promoting diversity and inclusion across Qube helps our business performance, and enhances our reputation to attract and retain talented people. Having a diverse workforce also better enables us to understand and service our clients.

The importance of diversity and its promotion from the top down, is recognised by the Board. As part of this commitment to diversity, in respect to gender diversity in Board composition, towards the end of the Reporting Period, Qube set a measurable objective of having a gender balance on the Board of 40:40:20 (i.e. at least 40% of its Directors from each gender) within five years commencing from 1 July 2020.

Qube is investing in challenging the stereotypes and ensuring merit-based gender diversity exists across our workforces. We aim to increase the representation of women across our workforce to 15% by 2025. Qube is committing to a 65% intake of female cadets at each program and will ensure that 30% of our truck driver trainees courses are reserved for female candidates.



## Our Performance

The supply chain industry has traditionally been a male-dominated environment. Qube is focused on increasing female participation by providing opportunities for females to gain skills and experience to enter the sector while also providing specific programs that encourage female participation.

Qube continued our ongoing partnership with Clontarf Foundation aimed at supporting education and opportunities for young Indigenous men. Our support included workplace visits, participation in apprentice programs, career days and mentoring support. Additionally, Qube has supported an indigenous trainee program within the Qube Energy team to provide opportunities for those individuals wishing to gain experience and build careers in the oil and gas sector.

In FY21, a number of our workplaces partnered with external organisations to provide meaningful employment for people of all abilities. In the coming years, we aim to expand these opportunities and continue to work to identify and remove any barriers in processes or environments to ensure we are accessible and inclusive to all.

To demonstrate our support for LGBTIQ+ inclusion Qube recognised IDAHOBIT day for the first time in 2021. Our plans to further our commitment to supporting the LGBTIQ+ community include partnering with the Pinnacle Foundation and launching an internal LGBTIQ+ Ally Network.

Qube has partnered with the Department of Veterans Affairs to support ex-service people transitioning back to civilian workforce. A candidate has commenced within the warehousing operations in Qube Logistics being mentored by the General Manager of Operations.

Additionally Qube has engaged with Jobsupport who work with clients who have an intellectual disability and are seeking part-time employment. Qube Logistics Victoria has identified two roles and are progressing with job design and candidate applications.

### HIGHLIGHT: INTERNATIONAL WOMEN'S DAY

In March 2021, Qube celebrated women across the organisation. Female team members were invited to get involved and wear the theme "Choose to Challenge" shirts to recognise International Women's Day. With this year's theme of women in leadership achieving an equal future in a COVID-19 world, Qube celebrated the incredible work women have done to shape a more inclusive future in the most difficult of times.





**HIGHLIGHT:**  
**IDAHOBIT DAY AT QUBE**

IDAHOBIT stands for the International Day Against Homophobia, Biphobia, Interphobia and Transphobia. At Qube, IDAHOBIT is a day when we recognise and celebrate diversity and demonstrate how we can make a difference to others who feel different, no matter their gender, race, sexual orientation or religion.

IDAHOBIT raises awareness for the work still needed to combat discrimination. Nearly half of all LGBTQI+ people in Australia hide their sexual identity in the workplace and 6 in 10 will experience verbal abuse.

In FY21, Qube celebrated IDAHOBIT throughout the organisation to show that everyone is welcome and our workplaces are safe to bring your whole self. Qube understands that a workplace with a culture that allows team members to feel included, and encouraged to bring their whole selves to work, enables diversity to flourish, creating better experiences for our teams and customers while contributing to business success. Qube is dedicated to creating an environment in which inclusion, equity and diversity are recognised as being essential to employee well-being which in turn drives the performance of the Qube Group.



# 9 | HEALTH AND WELL-BEING

We are focused on an holistic approach to wellness where we consider Body, Mind and Life, encouraging a balanced approach.

## FY21 SUMMARY

- ✓ Heightened employee engagement and onboarding to the myQube employee app
- ✓ Successful programs implemented for Mental Health, Diversity and Well-being
- ✓ Introduction of new Benestar EAP system with increased focus on going beyond crisis services and offering coaching / counselling support

## FY22 PRIORITIES

- ✓ Launch of a new improved Health and Well-being Program – “Thrive at Qube” with the aim to enhance employee lifestyles providing programs and education across the three pillars; Mind, Body and Life
- ✓ Ongoing employee engagement and support through the myQube app and EAP
- ✓ Continue to focus on safe and durable return-to-work programs for injured employees

## Our Approach

Wellness at Qube recognises health is more than the absence of injury or illness and encompasses fulfilment, development and balance. We are committed to going beyond our obligations of establishing safe workplaces and aim to create an environment where our people can be the best they can be both in and outside of the workplace.

## Our Performance

COVID-19 has presented Qube with many opportunities and challenges. The myQube app, now used by more than 3,800 employees, was used to access regular communication for employees on the latest health orders regarding COVID-19 in their region and provide vital information regarding COVIDSafe protocols.

Additionally, the myQube app has continued to provide employees with regular articles on well-being, employee stories, site achievements, milestones, projects and company announcements. During FY21, the myQube app was visited more than 75,000 times by our employees and 349 stories were published.

During FY21, we have engaged a new Employee Assistance Program (EAP) provider, Benestar, to provide our employees and their immediate family members with access to enhanced assistance programs with qualified psychologists, social workers and management coaches to offer well-being counselling and coaching services.

As ongoing support for our employees, Qube provides access to corporate health cover through Medibank and provides access to fitness programs through WHEREFIT.

Well-being programs focused on key health risk areas will be expanded in FY22 under the new Thrive at Qube campaign series. These programs will also incorporate fundraising initiatives into different social programs which will generate a positive impact on the communities in which we operate.

As Qube continues to grow both organically and as a result of acquisitions, we have pleasingly maintained a stable overall Workers Compensation Premium Rate. The Group has experienced a reduction in the overall average claim cost which is attributed to a continued focus from supervisors and managers on early intervention for all injuries and illnesses.

**HIGHLIGHT:  
BENESTAR EAP**

The Qube Employee Assistance Program (EAP) is a free and confidential counselling and coaching service provided to all people within the Qube Group including their immediate family members. The service is available via phone, face-to-face and e-counselling. Benestar is not only for when you have concerns or issues but is available to support you to continue to be the best you can be. Benestar gives you access to confidential coaching and support for all aspects of your life – physical, mental, social, professional and financial.

Confidential coaching services offered include support with crisis counselling, incident support, mental health, financial well-being, relationship and family including parenting, social well-being and physical well-being. Topics include mind, health, work, family, well-being, life and money.



**EMPLOYEE ASSISTANCE PROGRAM (EAP)**

**FACT SHEET** Benestar *Be your best you*

**WHAT IS EAP?**

The Qube Employee Assistance Program (EAP) is a free and confidential counselling and coaching service provided to all people within the Qube Group and their immediate family members. Benestar offers phone, face to face and e-counselling.

**DIRECT PHONE NUMBERS TO ACCESS THIS SERVICE ARE:**

Australia | 1300 360 364  
New Zealand | 0800 360 364  
International | +61 2 8295 2292

When you make contact with Benestar to arrange an appointment, you will be asked to confirm the organisation's name (Qube) and the division you belong to.



**EMPLOYEE ASSISTANCE WITH Benestar**

**BENESTAR PROVIDES PROFESSIONAL CONFIDENTIAL COACHING AND SUPPORT 24/7 TO QUBE EMPLOYEES AND THEIR FAMILIES AT NO COST TO YOU**

**ACCESSING BENESTAR 24/7 IS EASY:**

Australia 1300 360 364  
New Zealand 0800 360 364  
International: +61 2 8295 2292

**DID YOU KNOW?**

Once registered a LIVE CHAT function is available on the website

**Benestar** *Be your best you*

or visit [www.benestar.com/contact-us](http://www.benestar.com/contact-us)

Benestar offers phone, face-to-face and e-counselling.

**HIGHLIGHT:  
PUSH-UP CHALLENGE**

198 Qube team members participated in the June 2021 Qube Push-Up Challenge completing 373,688 push-ups and successfully raised over \$10,000 for Lifeline Australia. Participants were challenged to complete 3,318 push-ups over 25 days, each push-up acknowledging a life lost to suicide in 2019. All proceeds were donated towards helping raise awareness for mental health and suicide prevention.



Participants in Qube Push-Up Challenge in action.

**HIGHLIGHT:  
TRADEMUTT MENTAL HEALTH SHIRTS**

The team at Qube Energy's Upstream Operations Supply Base have worked with Mental Health First Aid Australia to be assessed as an MHFA Skilled workplace and now hold Gold Accreditation.

To receive accreditation the following criteria need to be met; a percentage of workforce trained in MHFA, promotion of mental health in the workplace, easy identification of the MHFA team (achieved through MHFA posters and TradeMutt Shirts), diversity within our Mental Health First Aiders, as well as having the First Aiders be from various levels of the organisation, not just management.

The on-site Mental Health First Aiders wear a unique TradeMutt shirt that has some great colour on the sleeves and bottom half as well as the slogan on the back "This is a conversation starter". With some staff members working away from their family on various rosters, it is important to have a team of people committed to the support of their co-workers.



The Qube Energy Queensland team recently received their onsite Mental Health First Aiders TradeMutt shirts.

[www.qube.com.au](http://www.qube.com.au)

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Qube Holdings Limited ABN 14 149 723 053