

2023-2024

# Sustainability Report







## Acknowledgment of Country

In the spirit of reconciliation, Qube acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respects to their elders past, present and emerging.



## Respect for TeAo Māori

We respect the tangata whenua of Aotearoa.

In FY24, as part of our growth in the New Zealand market, Qube commissioned Tauranga-based artist, Quinton Bidois, to create an artwork that could symbolise Qube's respect for Aotearoa's rich cultural heritage.

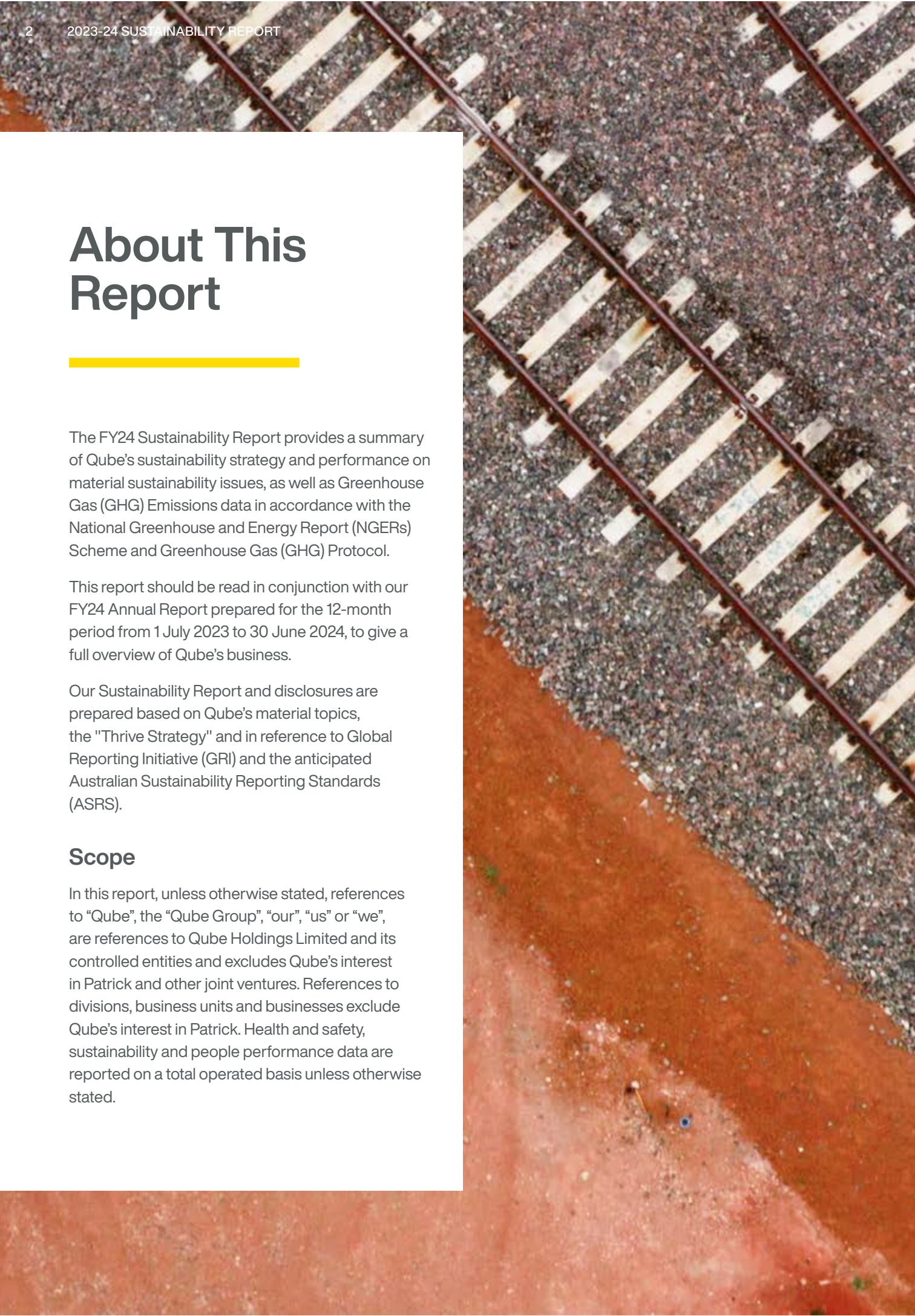
Describing the inspiration behind the artwork, Quinton said: "The intricate interplay of form and movement echoes the dynamic journey of goods through the Port of Tauranga to destinations around the globe. Drawing inspiration from the rhythmic ebb and flow of the tides in Tauranga Moana, the artwork captures the essence of constant movement and change.

"Central to the composition are the two kaitiaki, guardians entrusted with the responsibility of overseeing and safeguarding this journey. They stand as powerful symbols of protection and

stewardship, embodying the deep cultural and spiritual connection to the land and sea. Their vigilant watch reflects the enduring commitment to ensure that the tides of Tauranga Moana flow smoothly and unhindered, guiding goods safely on their voyage to distant shores.

"The artwork thus becomes a visual narrative of the intricate dance between nature and commerce, tradition and modernity. It invites viewers to contemplate the harmonious coexistence of these elements and the delicate balance that must be maintained to sustain the prosperity and well-being of both the local community and the global network of trade. Through its depiction of the kaitiaki and the movement of the tides, the artwork celebrates the enduring spirit of guardianship and the vital role they play in shaping the interconnected world we live in."





# About This Report

The FY24 Sustainability Report provides a summary of Qube’s sustainability strategy and performance on material sustainability issues, as well as Greenhouse Gas (GHG) Emissions data in accordance with the National Greenhouse and Energy Report (NGERs) Scheme and Greenhouse Gas (GHG) Protocol.

This report should be read in conjunction with our FY24 Annual Report prepared for the 12-month period from 1 July 2023 to 30 June 2024, to give a full overview of Qube’s business.

Our Sustainability Report and disclosures are prepared based on Qube’s material topics, the "Thrive Strategy" and in reference to Global Reporting Initiative (GRI) and the anticipated Australian Sustainability Reporting Standards (ASRS).

## Scope

In this report, unless otherwise stated, references to “Qube”, the “Qube Group”, “our”, “us” or “we”, are references to Qube Holdings Limited and its controlled entities and excludes Qube’s interest in Patrick and other joint ventures. References to divisions, business units and businesses exclude Qube’s interest in Patrick. Health and safety, sustainability and people performance data are reported on a total operated basis unless otherwise stated.

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## Disclaimers

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This document contains “forward-looking statements”. The words “expect”, “anticipate”, “likely”, “intend”, “should”, “could”, “may”, “predict”, “plan”, “propose”, “will”, “believe”, “forecast”, “estimate”, “goals”, “objectives”, “aims”, “target”, “aspirational” and other similar expressions are intended to identify forward- looking statements. Indications of, and guidance or outlook on, future states of affairs are also forward- looking statements. The forward- looking statements are not based on historical facts, but rather on current beliefs, assumptions, expectations, estimates and projections of Qube. These statements are not guarantees or predictions of future performance, and involve both known and unknown risks, uncertainties and other factors, many of which are beyond Qube's control. As a result, actual results or developments may differ materially from those expressed in the forward-looking statements contained in this document.

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**TRIFR decreased by 11%,  
from 8.8 to 7.8**



**CIFR decreased by 38%,  
from 1.0 to 0.62**



**LTIFR improvement  
compared with FY23**



**Reduction in carbon  
intensity compared with  
the FY18 baseline year**

## Managing Director Message

Welcome to Qube's FY24 Sustainability Report, which details the steps we are taking to strengthen the environmental, social and governance performance of our business, as we seek to deliver on our purpose to help our customers, communities, people and the industries we service to Thrive.

Our overall performance this year was sadly marred by the death of an employee in an incident at Qube's forestry harvesting operations in South Australia, and the death of an employee of a third party contractor in an incident at a Victorian level crossing. The health, safety and wellbeing of every one of our 10,000 employees is a constant area of focus and these tragic losses weigh heavily on us all at Qube.

While the SafeWork SA investigation that followed the tragic event in South Australia found no failings in Qube's work, health and safety obligations, consistent with our commitment to continuous improvement, we have introduced several additional controls within our forestry operations, including installing additional in-cab cameras and investing to create an industry first digital communications network to increase monitoring of these remote operations.

We have a strong culture of safety at Qube and the Safety section of this report spotlights a number of the measures we have taken this year to strengthen and enhance safety systems and procedures across the business. It also details our performance in FY24 against our key safety metrics: Total Recordable Injury Frequency Rate (TRIFR), Lost Time Injury Frequency Rate (LTIFR) and Critical Injury Frequency Rate (CIFR).

Pleasingly, in FY24 our TRIFR decreased by 11% from 8.8 at the end of FY23 to 7.8 at 30 June 2024. Our LTIFR also experienced a substantial decrease in FY24, from 0.63 at the end of FY23 to 0.37 at 30 June 2024. This was a 41% improvement compared to FY23.

Reducing our CIFR has been an ongoing area of focus for Qube. This measure refers to events with actual or potential for one or more fatalities. In FY24, Qube's CIFR decreased by 38%, from 1.0 to 0.62. Our strengthened focus on critical risk verifications, as part of the Critical Risk Review program, was a key contributor to this improvement.

Throughout this report you will find a number of case studies that show this purpose in action, from our support for community initiatives totalling more than \$1 million, to investments to decarbonise our operations and our facilities, as well as initiatives to help our customers to reduce their carbon emissions by moving more products on rail.

In FY24, we achieved an 18% improvement in our carbon intensity compared with FY23 (from 141 tCO<sub>2</sub>e/\$M in FY23 to 115.1tCO<sub>2</sub>e/\$M in FY24) and a 42% reduction in our carbon intensity compared with the FY18 base year. We also avoided 13,496tCO<sub>2</sub>e of GHG emissions through targeted GHG reduction measures – the equivalent of around 3% of our total realised GHG emissions in FY24. While this is further positive progress, we nevertheless operate in a hard to abate industry and continuing to find new measures and technological solutions to reduce our emissions is an ongoing area of focus.

Following on from the launch of our Thrive program in FY23, this year marked the beginning of a new tradition for Qube: the 'Qubies'.

The Qubies are our new values awards, designed to honour and celebrate the people across our business who live, breathe and demonstrate our

values of Integrity, Reliability and Inclusion every day. Anyone in our business can nominate, or be nominated, for a Qubie and our first gala event in Sydney proved to be an outstanding celebration of our shortlisted nominees.

You can read more about the Qubies in the Diversity and Inclusion section of this report, which also includes information on our efforts to boost our gender diversity, provide opportunities for more women in our business to step into leadership roles and to create pathways for young people to find a fulfilling career within our industry.

You can also read about our efforts to promote reconciliation in Australia with First Nations people, including through our Reconciliation Action Plan (RAP) and our partnerships with First Nations recruitment and education providers. This is an ongoing area of focus for Qube as we finalise our Reflect RAP and begin the development of our Innovate plan.

As always, the progress we have made on our ESG performance this year is once again thanks to the hard work and commitment of our people. Their commitment to our Plan to Thrive and to our values is what makes Qube such a great place to work and such a privilege to lead.



**Paul Digney**  
Managing Director







Melbourne

# About Qube

Qube is Australia's largest integrated provider of import and export logistics services with a market capitalisation of around \$6.5 billion as at 30 June 2024.

We operate in over 200 locations across Australia, New Zealand and South East Asia with a workforce of more than 10,000 employees.

Our purpose is to help our customers, communities, industries and people to Thrive through a relentless focus on our five priorities: Safety, Wellbeing, Planet, Opportunity and Performance.

Our business is comprised of two core divisions: the Operating Division, and Qube's 50 per cent interest in Patrick Terminals, Australia's leading container terminal operator.

The Operating Division comprises two business units: Qube Logistics and Infrastructure and Qube Ports and Bulk.



## Qube Logistics and Infrastructure

Qube Logistics (QL) operates services covering road and rail transport, warehousing and distribution, container parks and related services in Australia and New Zealand, and international freight forwarding services.

Qube Infrastructure includes ownership and operation of key terminals and infrastructure, including:

- Automotive and break-bulk terminals – through Australian Amalgamated Terminals (AAT), Qube provides automotive, general cargo and break-bulk facilities in Brisbane, Port Kembla and Melbourne.
- Grain terminals – through Quattro and Newcastle Agri Terminal, Qube operates multi-user grain storage and handling facilities in New South Wales.
- Rail terminals – the development and operation of metropolitan and regional import-export (IMEX) rail terminal

## Qube Ports and Bulk

Qube Ports provides port solutions and logistics services with bulk and general handling facilities in over 40 Australian, New Zealand and south-east Asian ports. This allows Qube Ports to lead the

market in providing purpose-designed solutions for customers handling containers, bulk, automotive and general cargo. Qube Ports manages 25 sites for the forestry industry in Australia and New Zealand and is also the leading provider of supply chain logistics services to the energy sector, supporting onshore wells and rig supply vessels, barges and offshore construction vessels annually. Qube Ports also has operations in Singapore and Indonesia.

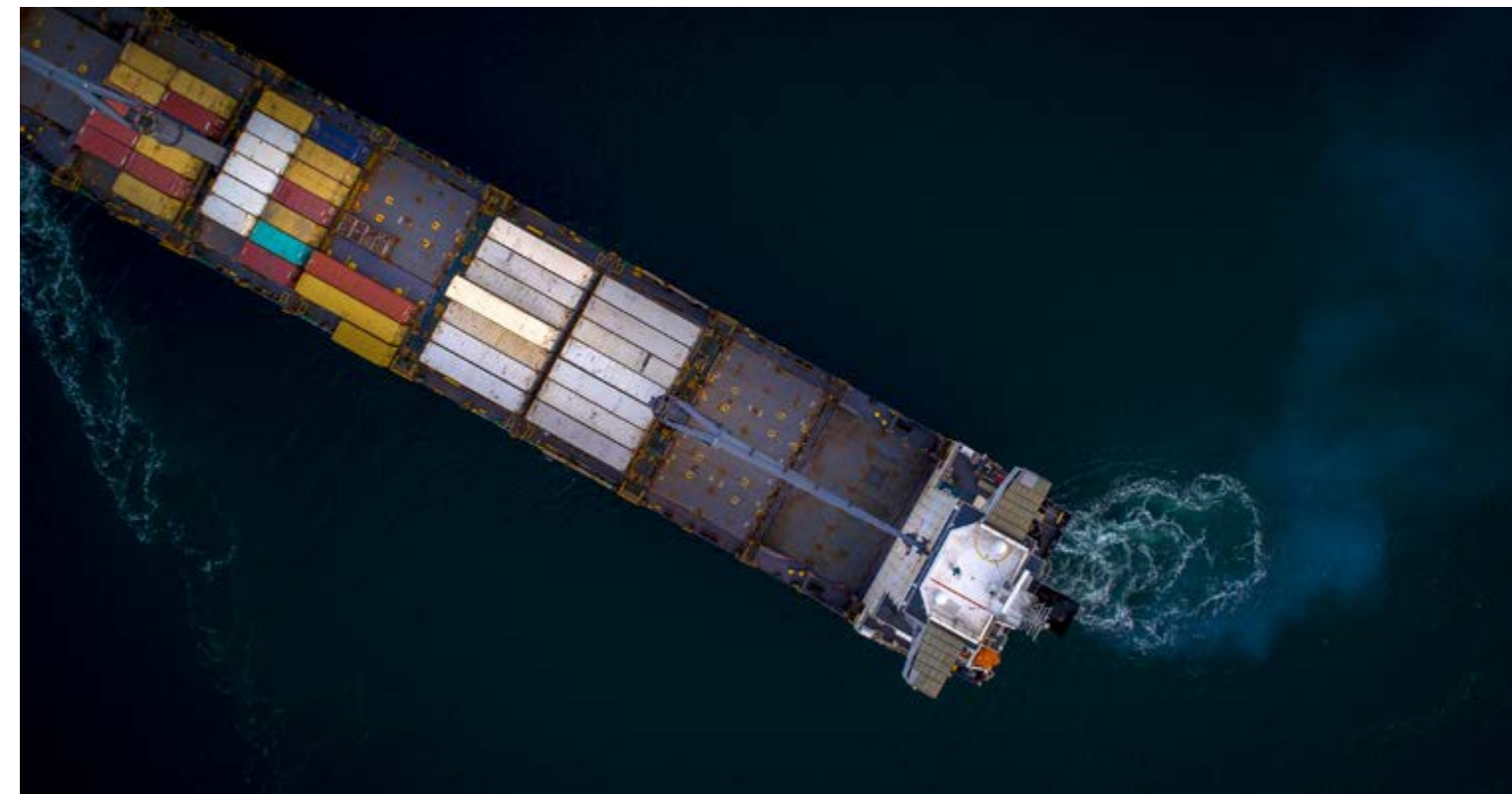
Qube Bulk provides customers with the full range of bulk material handling services, including road and rail transport, stockpile management and bulk ship loading. Qube Bulk specialises in large-scale bulk export facilities and bulk material supply chains.

### Patrick Terminals

Qube owns a 50 per cent interest in Patrick Terminals with the other 50 per cent owned by Brookfield and its managed funds. Patrick is an established and leading terminal operator, providing container stevedoring services in the Australian market.

Patrick operates over four kilometres of quay line with 24 cranes and 130 straddles at the strategically located port terminals of Brisbane, Sydney, Melbourne and Perth.

The scope of this Sustainability Report excludes Qube's interest in Patrick Terminals.





# Governance

The Qube Board is committed to ensuring the highest standards of corporate governance for our business.



The Board is accountable for the oversight, monitoring and review of the company's practices and governance in relation to sustainability and climate-related risks and opportunities.

Of the eight non-executive directors on Qube's Board, four have advanced knowledge and experience in sustainability management and oversight, while a further two have significant expertise in the area, including with respect to climate-related matters.

To enhance their understanding and knowledge in this area and to gain further insights on emerging trends in sustainability reporting and climate-related risks and opportunities, Board members attended workshops on sustainability and climate change in FY24, including with respect to the introduction of proposed mandatory reporting standards.

The Board Safety, Health and Sustainability Committee meets at least four times a year and oversees, monitors and reviews our practices

and governance in safety, health, sustainability, environment, climate change, social performance and the human rights of employees and operations. This includes oversight of our performance with respect to emissions reduction targets and preparations for the anticipated commencement of climate-related mandatory reporting requirements in Australia. The committee reports back to the Board at every subsequent meeting.

In FY24, the Board Safety, Health and Sustainability Committee participated in site visits at our operations in Melbourne, Brisbane and in the Pilbara in Western Australia, and conducted Critical Risk Reviews with frontline teams at the Qube Renewables Hub at the Port of Brisbane and at Qube's transport hub at Wedgefield, in Port Hedland. These visits provide the Committee with the opportunity to see and test Qube's safety systems in action and to engage with frontline teams on their understanding of the safety risks and mitigations inherent in their operations.

The Audit and Risk Management Committee meets at least five times per year and also assists the Board to fulfil its responsibilities in relation to the oversight of the company's Risk Management Framework and processes, including with respect to climate-related risks and opportunities. The committee reports back to the Board at every subsequent meeting.

Responsibility for managing programs and practices relating to sustainability is delegated to the Managing Director and the senior management team. Consistent with Qube's risk-based governance framework, critical climate and sustainability risks and opportunities, and mitigating initiatives, are escalated through the senior management team to the Board.

Qube's sustainability programs and practices are delivered by the operations and group functions, in accordance with our Operating Model. Delivery of our sustainability strategy is led by the Safety, Health and Sustainability Management committee, while a particular focus on our decarbonisation efforts is led by our Net Zero Committee and supported by our Systems and Innovation Committee. Each of these committees draws on the expertise and experience of senior executives and managers from across the business including people and culture, sustainability, strategy, operations, technology and innovation, procurement and corporate affairs.

All three management committees are chaired by the Managing Director and meet quarterly.

The Board reviews the performance and effectiveness of this governance structure, as well as its committees and directors, every year.



# Our Governance Structure



## Values and ethics

Qube has in place a Board-approved Statement of Values that sets out the guiding principles underpinning our culture. This encompasses the set of beliefs and behaviours in accordance with which business must be conducted and which inform our approach to corporate governance. The Statement of Values is available in the Corporate Governance section of Qube's website.

A centrepiece policy reflecting our values is our Code of Conduct and Ethics. The Code sets out the obligations and responsibilities of all Qube personnel to act with honesty and integrity at all times. Specific matters dealt with include: conflicts of interest, fair dealing, insider trading, equal opportunity, privacy and confidentiality, health, safety and the environment, improper benefits and use of company property.





# Human Rights and Modern Slavery

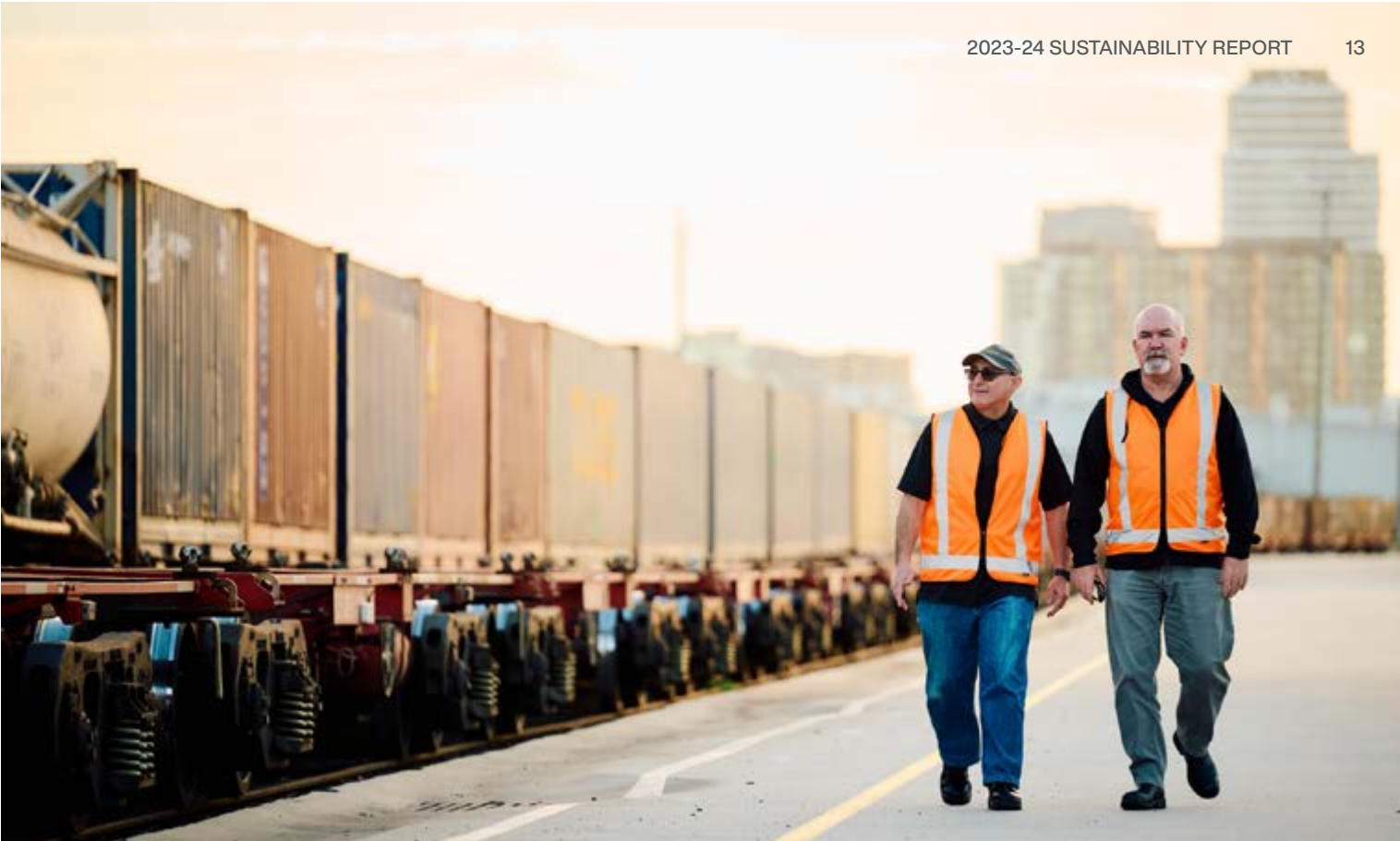
During FY24, we continued to implement actions under our Human Rights Policy based on our ongoing risk-based assessments.

During this period, we further enhanced our approach to modern slavery reporting and disclosures and commenced implementation of the OneTrust system to strengthen oversight and management of modern slavery risks.

We train our key supply chain personnel on forms of modern slavery, how to identify and assess modern slavery risks in supply chains based on the intersection of key risk factors (e.g. geography, industry sector workforce profile) and actions to report and remediate risks identified.

From 1 July 2023 to 30 June 2024, a further 575 Qube employees completed training on modern slavery.

You can read Qube’s most recent Modern Slavery Statement [here](#). Further information will be made available in our next modern slavery disclosure, which will be published towards the end of calendar year 2024.



# Whistleblower Policy

Qube has a **Whistleblower Policy** in compliance with legislative requirements and the recommendations of the ASX Corporate Governance Principles. The policy is available in the Corporate Governance section of our website and on the employee app, Qube+. The reporting mechanisms under the policy for notifying concerns (including doing so anonymously) were tested and in operation throughout FY24. Qube’s Audit and Risk Management Committee is the responsible Board committee in respect of oversight of and any notifications under the policy.

## Anti-Bribery and Anti-Corruption Policy

Qube has an **Anti-Bribery and Anti-Corruption Policy** that applies to all Qube personnel and contractors, suppliers, agents and advisers. It explains conduct that is prohibited and provides guidance on dealing with gifts, entertainment and donations and how to seek appropriate approvals.

The Anti-Bribery and Anti-Corruption Policy links to the Whistleblower Policy for the reporting of potential breaches or concerns.



# Risk Management

This section should be read in conjunction with Qube's operating and financial review contained in the FY24 Annual Report and FY Corporate Governance Statement.

The Board is focused on those risks capable of undermining the strategy or viability of the group or severely damaging its reputation (group risks). Normal operating risks (business risks) are assessed and managed by the divisional leadership teams.

The system is supported by a Risk Management Policy. Effective risk management is essential in keeping our people and communities safe, protecting value and securing our growth.

The Board has established a Risk Management Framework which incorporates a formal, Board-approved Risk Appetite Statement (RAS) setting the parameters within which the Board expects management to operate.



The objective of this Risk Management Framework is to provide a formal process for Qube to:

- align its culture and behaviours with the entity's purpose, values, strategic objectives and risk appetite
- develop and implement procedures to ensure that risks are identified, assessed against an accepted criteria and that appropriate measures are implemented to effectively manage risks
- respond to risks and opportunities for continuous improvement
- define and document responsibilities and processes
- report risks and provide assurance that the risks are escalated and reported appropriately.

The Board has delegated the oversight responsibility for risk management and internal control of major risks of Qube to the Audit and Risk Management Committee and, in respect of risks relating to safety, health, environment and operational matters, to the Safety, Health and Sustainability Committee. Both committees meet regularly to review the effectiveness of Qube's risk management systems, processes and internal controls and report outcomes of their meetings to the Board.

To strengthen the relationship between risk management, including those risks related to climate change, and strategic and operational planning, the Managing Director has principal responsibility for risk management.

To ensure the critical risks that can seriously injure or fatally harm people, the SHS committee is regularly updated on our internal verification program, demonstrating how the operations are verifying that critical risks are being mitigated.

Each divisional Business Unit Director has primary responsibility for the risk management framework within their business unit. The Managing Director has overall responsibility for Qube's risk management supported by the key management personnel.

## Identification of risk

In assessing key risks and the approach to risk management, there is a differentiation between major risks that have a low likelihood of occurrence but a potentially very large financial, operational and/or reputational impact (group risks) and ordinary course operational risks (business risks).

In respect of both group and business risks, management is responsible for identifying the key risks, putting in place appropriate strategies to mitigate the likelihood of these risks occurring and the impact of the risks should they occur, and reporting the occurrence (or likely occurrence) of any risk that is likely to have a significant impact on Qube. The Board is responsible under ASX Corporate Governance Principle 7 for Qube to have established a sound Risk Management Framework that identifies and manages risk and periodic review of its effectiveness.

Reporting of key group and business risks to the Audit and Risk Management Committee (ARMC) and the Board is done formally on a periodic basis (at least bi-annually) and otherwise on an exception basis having regards to the relevant circumstances.

The Managing Director is ultimately responsible for ensuring that every division and any material associate has an effective risk management process in place and that the risk register appropriately reflects the key risks for the group at the relevant time.

The focus of this reporting is to highlight the material risks identified by management (having regards to the likelihood and consequence after available mitigating actions) and any material new risks or changes in the key risks since the last report. It also gives the ARMC and Board the opportunity to assess and recommend to management whether any additional risks or changes to the risk assessment are appropriate to consider.



# Internal Controls

Qube has checks and balances in place to ensure effective internal controls across the Qube businesses. These include a rigorous budgeting and review process and monthly Qube Business management meetings with significant involvement from Qube’s corporate office.

Internal audit is a key component of Qube’s assurance framework.

The primary objective of internal audit is to provide an assurance framework to underpin the risk management program. This includes reviews of processes and controls over high risks and where there is high control reliance as determined through the risk planning process. Internal audit provides independent appraisal of the adequacy and effectiveness of internal controls. Recommendations will be provided, where applicable, for improvements to controls, efficiency and effectiveness of processes.

Internal audit reports directly to the Chief Financial Officer and the chair of the ARMC. Internal audit also provides an ongoing cycle of compliance audits of key controls, which is built into the annual audit planning process as approved by the ARMC.



# Industry Leadership and Advocacy

## Membership of associations

We participate in business and industry associations where there is an opportunity to provide business leadership on national issues, insights and advocacy to public policy processes, and contribute to the enhancement of industry standards through the exchange of best practice learning and development.

Our major association memberships included the following organisations in FY24:

Australia	New Zealand
Australian Logistics Council	Business Leaders Health & Safety Forum
Australian Resources & Energy Employer Association	Ports Health & Safety Leadership Group
Business Council of Australia	Ports Industry Association
Committee for Gippsland	Eastland Wood Council
Container Transport Alliance of Australia	
Energy Club – NT and WA	Singapore
Freight on Rail Group	Singapore Logistics Association (SLA)
General Stevedoring Council	Singapore Business Federation (SBF)
National Safety Council of Australia	AustCham (The Australian Chamber of Commerce, Singapore)
Northern Territory Livestock Exporters Association (NTLEA)	Singapore BizSafe
Ports Australia	
Safer Together (WA/NT and QLD Chapters)	
Shipping Australia	
Victorian Transport Association	

## Political donations

In FY24, Qube Holdings retained membership of the Federal Labor Business Forum and the Liberal Party of Australia’s Australian Business Network. These business-focused political forums are part of our stakeholder engagement program. The Qube Ports division was also a member of the Leaders Forum Program in Tasmania, which is administered by the State branch of the Liberal Party, and similarly forms part of the Ports division’s stakeholder engagement program in that State.

We reported no additional political donations for FY24. In accordance with our Delegation of Authority Policy, all political donations and sponsorships are prohibited except where prior approval in writing has been given by the Managing Director.



# Our Sustainability Performance in FY24

Qube is committed to continually evolving our approach to sustainability and there are a range of examples and case studies presented in the following pages.

Among the key steps we took in FY24 are:

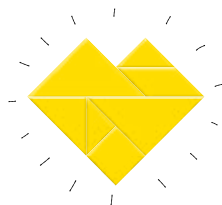
- The continued evolution of our material issues, to build on the work completed in FY23 and to refine our consideration of the potential risks and opportunities global megatrends present to Qube
- Our review and assessment of our preparedness for the commencement of proposed mandatory reporting standards against the exposure draft of the Australian Sustainability Reporting Standards (ASRS) 2
- The completion of updated scenario modelling, building on our previous Taskforce on Climate-related Financial Disclosures (TCFD) assessments, to help us understand our business resilience and identify activities to enhance our preparedness for a range of climate-related outcomes.

Our disclosures in this report are structured around our five key themes that encapsulate the material issues for Qube and our stakeholders.

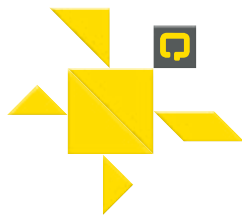
Importantly, these material subjects are aligned with the 17 United Nations Sustainable Development Goals and are also reflected in the five key priorities in Qube’s Plan to Thrive. That plan focuses on our three core values of Integrity, Reliability and Inclusion and our priorities: Safety, Wellbeing, Planet, Opportunity and Performance.



Safety matters.



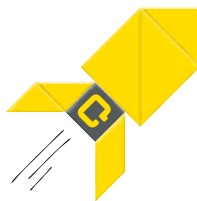
Wellbeing matters.



Our planet matters.



Opportunity matters.



Performance matters.



Key themes	Sustainable Development Goal	Thrive priority area
Ensuring a safe, successful and engaged workforce	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>5 GENDER EQUALITY</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>10 REDUCED INEQUALITIES</div>	
Enhancing our ESG disclosures	<div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div>	
Enhancing Qube’s unique supply chain network to build market leading future proof logistics solutions	<div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div>	
Servicing Australia’s sustainable future	<div>11 SUSTAINABLE CITIES AND COMMUNITIES</div>	



## Ensuring a Safe, Successful and Engaged Workforce

At Qube, safety is an always on message. Not just because it is critical every day but because humans being humans, we can become complacent. We need continual reminding about safety. But not just in an 'obey the rules' way. Rather, in a way that reminds us of why safety in the workplace really matters. We cannot become complacent.



## Our Safety Performance in FY24

Qube's safety performance for the year was sadly marred by the death of a Qube employee in an incident at Qube's forestry harvesting operations in South Australia.

Qube worked closely with authorities investigating this incident and in July 2024, we were advised by SafeWork SA that the authority did not identify any failings in Qube's work, health, and safety obligations under South Australian law with respect to this tragic event. Nevertheless, following this incident and as part of our commitment to continuous improvement, Qube has introduced several additional controls within its forestry operations, including installing additional in-cab cameras and investing to create an industry first digital communications network to increase monitoring of these remote operations.

Regrettably, during the period we also reported that a driver for a third-party contractor that had been engaged by Qube to assist with a project was also fatally injured in an incident at a level crossing in Victoria.

Both tragic events underscore the inherent dangers associated with our work and the industries in which we operate, and the importance of ensuring that safety is always a priority.

Consistent with our commitment to create a positive safety culture, in FY24 the Qube executive and safety leadership team, with the support of the Board SHS Committee, reinforced the importance of 'on the ground' management and safety leadership within our operations, including direct engagement with managers and supervisors. We also reviewed principal contractor clauses, and conducted an audit of inductions, licences and safety documentation.

We continued to strengthen and enhance our critical risk review program during the period. This program is aimed at ensuring frontline workers are engaged in the completion of control verifications by managers and supervisors, providing an important assurance mechanism in assessing the effectiveness of critical controls across each site, and for enhanced planning and risk foresight.

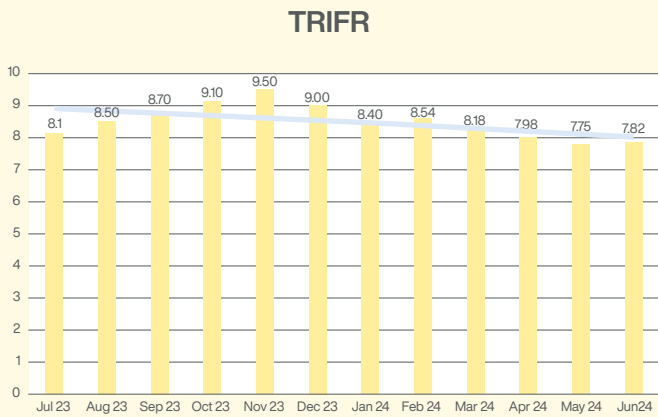
As highlighted on page 8, the Board SHS Committee were directly involved in a number of these reviews in FY24.



TRIFR

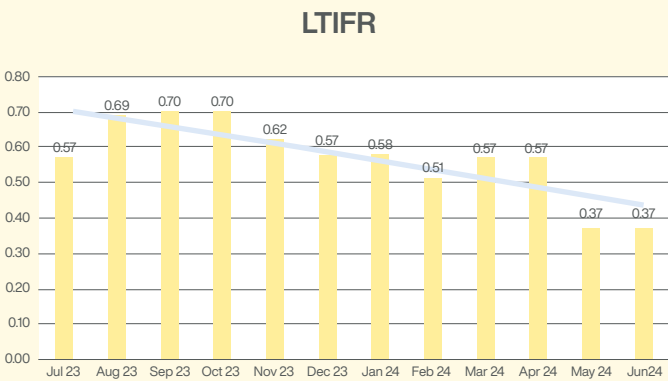
Our Total Recordable Injury Frequency Rate (TRIFR) decreased by 11% in FY24, from 8.8 at the end of FY23 to 7.8 at 30 June 2024. This was in line with expectations, noting that the prior year’s TRIFR was impacted by the inclusion of data from prior year acquisitions, together with a higher headcount across the group.

'Slips, trips and falls for employees was the largest category of incidents that impacted our TRIFR during FY24.



LTIFR

Our Lost Time Injury Frequency Rate (LTIFR) also experienced a substantial decrease in FY24, from 0.63 at the end of FY23 to 0.37 at 30 June 2024. This was a 41% improvement compared to FY23.

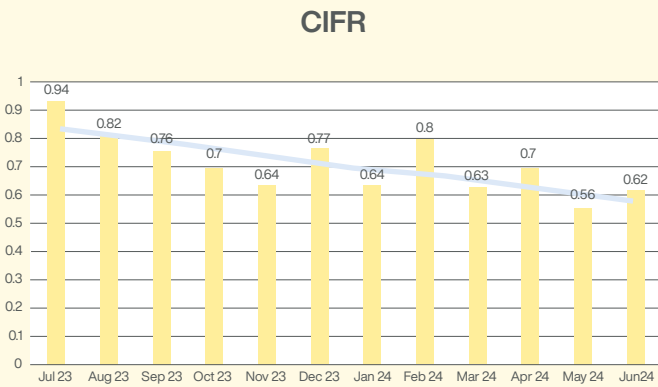


CIFR

Reducing our Critical Injury Frequency Rate (CIFR) has been an ongoing area of focus for Qube. This measure refers to events with actual or potential for one or more fatalities.

In FY24, Qube’s CIFR decreased by 38%, from 1.0 to 0.62. Our strengthened focus on critical risk verifications, as part of the critical risk review program highlighted above, was a key contributor to this improvement.

The highest number of events with actual or potential for one or more fatalities in FY24 were related to heavy vehicle and mobile equipment accidents. High-potential incident trends remain a primary focus to assess progress against our critical risks across the group.



INSIGHT

Focusing on critical risks

Critical risks remained an area of focus through the period, and we further strengthened and enhanced the program by undertaking a bow tie analysis of our critical risks to gauge the effectiveness of the controls in place to mitigate them. These controls are essential for fostering a safe working environment.

A key aspect of the program is our continuous monitoring which ensures that controls remain effective over time and adapt to changing conditions or emerging risks. Through methods such as inspections, audits, and performance metrics, we can assess and control performance, identify deficiencies, and take corrective action as needed.

Furthermore, engaging employees in the monitoring process fosters a culture of ownership and accountability, empowering individuals to proactively identify and address control failures or deviations.

Frontline worker involvement in critical risk reviews also provides an important assurance mechanism in assessing the effectiveness of critical controls across each site, and for enhanced planning and risk foresight. Frontline worker involvement is tracked through our safety management system tool and performance is tracked against a group wide KPI.



INSIGHT

Doing ‘Safety Differently’

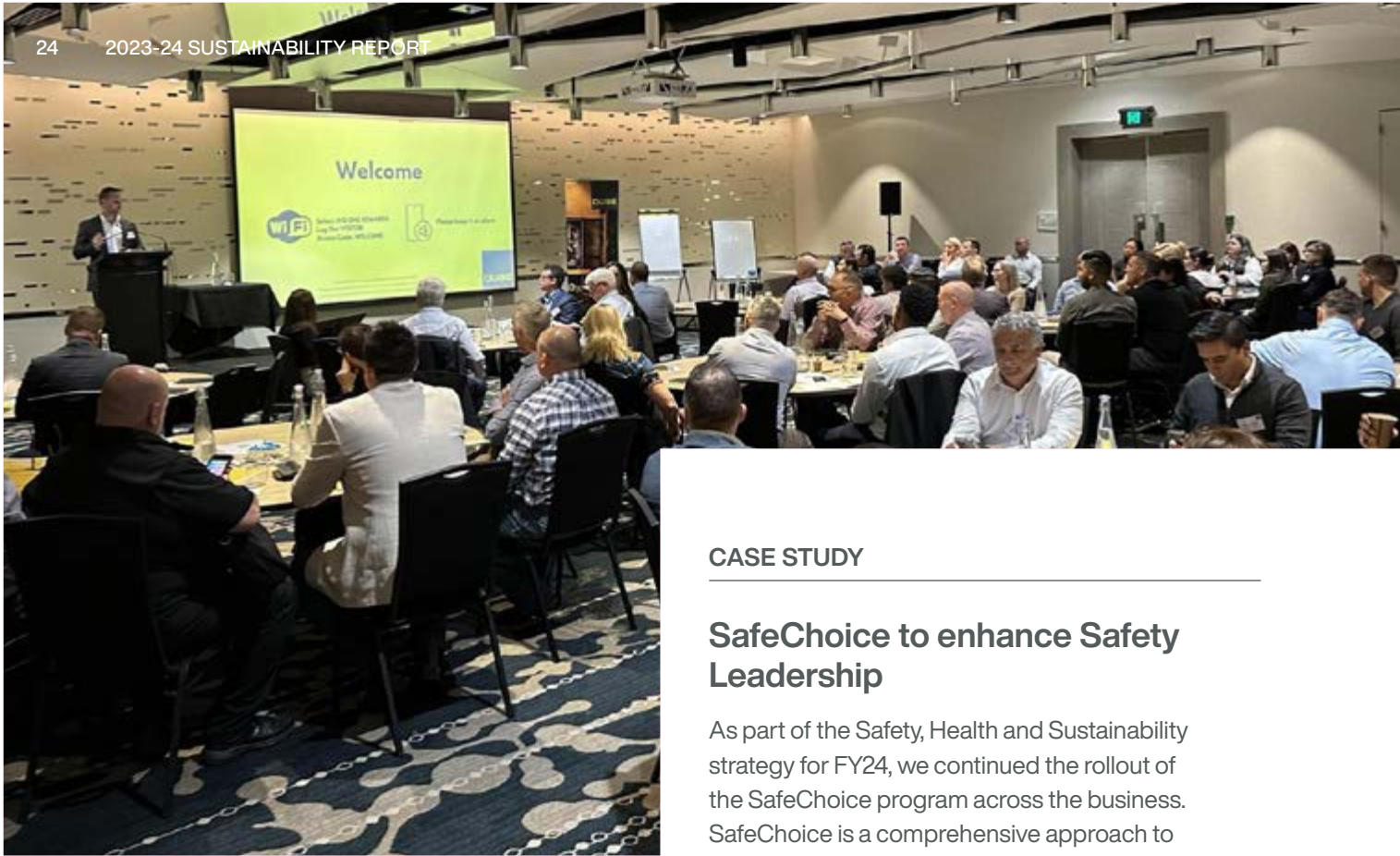
In FY24, we continued our ‘safety differently’ approach to safety management, focusing on human performance and understanding human behaviours to ensure successful safety outcomes.

As part of our approach, we analyse incident investigations to identify system failures and learnings. Rather than treating human error, or deviations from rules, as the cause for an adverse event, we aim to dig deeper and analyse the situation to understand and explain what triggered an event.

This enables us to develop a better appreciation of all of the factors that may lead to an incident, and this means we are better equipped to develop a more holistic approach to risk mitigation and prevention in the future.







CASE STUDY

2024 Safety Conference

The Qube Safety, Health and Sustainability Conference brings together members of the Qube Board, the Group executive and members of leadership teams from across the group, together with safety leaders, up-and-comers from our operations, and team members recognised for going above and beyond throughout the year.

Officially opened on day one by the Managing Director, the conference aims to bring together external speakers, subject matter experts from within the business and those with frontline experience to collaborate, learn and to contribute and shape the overall Group SHS strategy.

In its fifth year in 2024, this year’s conference ran over three days with a focus on leadership learning and development on day one, safety and human performance on day two and wellbeing and psychosocial safety on the final day. Attendees heard from experts in human performance, technology, and innovation, legal, medical and rehabilitation.

Outcomes from the conference are mapped to our Safety Deliverables and included within our overall strategy.

CASE STUDY

SafeChoice to enhance Safety Leadership

As part of the Safety, Health and Sustainability strategy for FY24, we continued the rollout of the SafeChoice program across the business. SafeChoice is a comprehensive approach to understanding different decision-making styles.

By fostering an environment where diverse decision-making approaches are recognised and valued, leaders become better equipped to tailor their strategies to suit individual team members, enhancing both individual and collective performance.

Teams who have been through the program have seen improved collaboration and productivity, with leaders better equipped to tailor their strategies to suit individual team members, enhancing both individual and collective performance.

Since integrating the SafeChoice program our teams have also experienced a marked enhancement in leadership effectiveness and decision-making processes, particularly under high-pressure scenarios.

The SafeChoice program's emphasis on distinguishing between fast and slow thinking has also been transformative. Leaders are trained to quickly identify situations that require rapid decisions versus those that benefit from more deliberate, analytical thinking. This dual approach ensures that decisions are both timely and well-considered, significantly reducing the risk of errors that can arise from either hasty or overly cautious actions.

CASE STUDY

Using facial recognition and AI to enhance workplace safety

Facial recognition technology and Artificial Intelligence are now helping to validate pedestrians, contractors and vehicle access to Qube sites at Victoria Dock in Melbourne and Moorebank and Minto in Sydney, to improve site safety and security.

Using a series of cameras integrated with our Rapid and Nirovision systems, the sophisticated technology checks that everyone entering our sites can be identified and complies with necessary inductions licenses and risk assessments, before granting site access.

“We’re keeping our facilities safe by making sure the right people are allowed to come in,” says Head of Technology – Systems & Innovation, Oliver Karovski.

“We started this journey looking at what we could do to make our sites more secure and safe, what we could do to split people from plant and equipment. As a result of this technology, it’s easier for contractors and employees to enter our sites – there is no paperwork, no entry cards. Your face becomes the key to getting in and out of the facility.

“On top of that, if one of your inductions has lapsed, or something isn’t right, the system alerts you and the site management team that something is not right.”

Qube’s innovation team is now exploring the potential for the technology to be rolled out across other Qube sites.





CASE STUDY

Qube trials new road train signage in WA

Qube was an early adopter of new pictorial length signage on road trains to improve safety for other road users.

The new signage will replace the existing 'ROAD TRAIN' or 'LONG VEHICLE' signs, which currently cover vehicle combinations ranging from 22 to 60 metres in length.

It follows a trial of the new signs that started in late 2022, with Qube Bulk among several companies to fit the new signs to some of their road trains.

The new signs, being rolled out from 1 July 2024, are aimed at giving other road users a clearer idea of the length of the vehicle in front of them before attempting to overtake.

The new signage will be displayed on the rear of restricted access vehicles, including road trains and other heavy vehicles.

The signs show the number of trailers and the total length of the vehicle, depicted with an equivalent number of car lengths.



CASE STUDY

Psychosocial safety

In FY24 we undertook a gap analysis and risk assessment of our psychosocial risks to assess and prioritise our psychosocial hazards, risks and to implement control measures which target the psychosocial hazards identified.

Risk controls have been focused on good work design across the organisation and targeted work groups and tasks with the highest risks. Targeting controls in this way will provide the highest level of protection for workers.



CASE STUDY

QUBE SAFE.

Qube's strong safety culture is a key driver of our success and is in large part built on the commitment, tireless efforts and vigilance of our people to ensure their own safety at work and that of their colleagues.

Safety leadership is something we all take responsibility for, and in FY24 we launched a new Safety Leadership Award which will now form part of our annual culture awards program: the Qubies. The Safety Leadership Award will recognise an individual who has gone above and beyond in bringing Qube's commitment to a safe workplace to life.

We're also refreshing our safety leadership program which will be rebadged and relaunched as BE Safe. BE Safe is a strong and simple call to action, aligned to our Thrive program, which is designed to inspire and motivate safe behaviours and to reinforce the importance of always putting safety first.

The program will be formally launched as part of our annual Stop for Safety which takes place towards the end of the calendar year.



Diversity and Inclusion

We are determined to attract the industry’s best talent and to provide career pathways and development opportunities for our people.

We have a range of programs, pathways, policies and procedures in place designed to promote and celebrate a diverse and inclusive workplace culture. This commitment is further embedded in policies and procedures, and recruitment processes, as well as sponsorships and partnerships.

Encouraging gender diversity

In an industry that is traditionally heavily male dominated, we are determined to address the gender imbalance and create opportunities for women to embark on and prosper in careers in the freight and logistics industry.

We have set a modest goal of female participation of 15 per cent across our business by 2025. In FY24, we made further incremental progress toward that goal, with 14.2% of the workforce identifying as female, which is an increase on FY23. This progress is significant in light of the ongoing acquisitions Qube has made during the reporting period, which bring this figure down.

As we near our 2025 target, this year we took a range of steps to further bolster female participation in our business. These include:

- Expanding our Cadet Program, which aims to create pathways for recent graduates and high-school leavers to join the business with a focus on encouraging female participation
- Investing in line manager training programs with a focus on female participation and career development
- Supporting the “Foot in the Door” program for female heavy vehicle driver training and recruitment initiatives, funded by the National Heavy Vehicle Regulator

- Actively participating in educational sponsorships and partnerships including school-based STEM programs and the Wayfinder program to encourage young women and girls particularly to consider a career within industry
- Leveraging all available channels, including LinkedIn, Facebook and Instagram to attract a diverse pool of job applicants to roles at Qube.

Further details on these initiatives are discussed below.



INSIGHT

Expanding our Cadet Program

The Cadet Program is embedded in our strategic talent and capability development strategy, and since it launched in 2021, it has gone from strength to strength.

Qube's Cadet Program is a 12-month structured opportunity where recent graduates and high school leavers undertake two rotations within the business, gaining experience across the Qube Group.

In FY24, we significantly expanded the program, increasing the intake from nine roles in FY23 to 31 roles identified across the group. Half of the participants in the program identify as female.

Cadets were recruited for roles and departments including Administration and Finance, Customer



Service, Rail Clerk Operations, IT, Safety, Health, and Sustainability and Transport, Warehouse, and Yard Operations. In addition to on-the-job training and development, Cadets are also provided with an opportunity to study while completing the program, with certificates available, including: Certificate III in Business, Certificate III in Driver Operations, Certificate III in Information Technology, Certificate III in Supply Chain Logistics and Certificate III in Financial Services. Approximately three quarters of the candidates recruited so far have opted in to the formal (certificate) training.

In 2025, we plan to further expand the Cadet program, with an additional 10 roles in new areas of operations to be made available, with a target of 65% female representation in the 2025 intake.



CASE STUDY

Women in Leadership program

In FY24, we launched our new Women in Leadership program – a six-month personalised coaching and development program for women new to management or supervisor roles, or deemed by their leader as ready to take this next step in their career.

The program seeks to remove or reduce gaps and barriers for women to move into more senior positions, and commenced with an initial cohort of 15 women from across the business who are currently receiving personalised coaching and one-up manager mentoring and development. Importantly, the program is designed to be delivered flexibly both in and out of work hours, to maximise its accessibility for all participants regardless of location or shift pattern.



CASE STUDY

Helping women get a 'Foot in the Door'

In 2023, we launched a 12-month driver traineeship at our Qube Logistics operation in Adelaide, South Australia, to help women pursue truck driving careers in the industry.

The Foot in the Door program, run in conjunction with Women in Trucking Australia Ltd, funded by the National Heavy Vehicle Regulator, and supported by Qube, aims to upskill women looking for careers in the transport industry, connecting them with employers in their local area.

We now have eight trainees driving heavy and multi-combination vehicles, many of whom are mums with children who could not previously land a job in trucking.

This has resulted in an impressive 60:40 gender split on the afternoon shift in an industry where female heavy vehicle driver participation nationally sits at just under 2 percent.

Recruitment and Retention

In FY24, almost three quarters of our employees across our Australian and international operations were employed under an industrial instrument, such as an Enterprise Agreement or Award.



Amidst a challenging employment landscape in a number of locations, and in areas impacted by skills shortages such as remote Western Australia, in FY24 we continued our efforts to expand our recruitment activities to maximise our reach and ensure that we are effectively targeting potential talent.

We continued to optimise our presence on recruitment platforms such as Seek and to enhance our LinkedIn recruitment channel. At the same time, significant effort has been dedicated to improving Qube's employee value proposition, through a refresh of the Qube website, including a revitalised careers page, and through Qube's social media channels, Instagram, Facebook and LinkedIn.

Qube was also an early adopter of the firstpeople Australian First Nations Network, a recruitment platform designed to bridge the accessibility gap between First Nations people and businesses within Australia. The platform was designed to greater connect Aboriginal and Torres Strait Islander people and businesses with jobs, opportunities and ultimately businesses across Australia by providing a streamlined approach to connection.

While Qube enjoys strong retention levels across the business, with more than a third of our Australian team having worked for Qube for more than five years and a fifth having worked for the business for over 10 years, in FY24 we also took further steps to encourage employee retention.

A key driver of our ability to retain people is the diversity of our business and our operations. It means there is enormous opportunity for an employee to grow their career and to gain valuable experience working in different teams, operations and even locations. In FY24, more than three quarters of roles were filled by internal promotion.

As part of our retention and development efforts, Qube is also committed to ongoing training and development through both formal programs as well as on-the-job training, consistent with the commitments outlined in our Learning and Development Standard.

In FY24, we widened access to the LinkedIn Learning platform to all employees. LinkedIn Learning is an award-winning industry leader in online training, with a digital library of over 6,000 courses covering a wide range of technical, business, software and creative topics.

LinkedIn Learning lets users learn at their own pace, selecting courses relevant to roles in areas like Business, Technology, Project Management, Logistics and Marketing. The platform is accessible 24/7 from a desktop computer or mobile device and in FY24, Qube employees completed 764 hours of professional development via the platform.





CASE STUDY

Maximising opportunity in Aotearoa New Zealand with CadetMax

Our Aotearoa New Zealand team supports CadetMax, a free program that prepares and supports young people (aged 18-24) in South Auckland and the Bay of Plenty into work, providing practical training, ongoing mentoring, and the tools needed to thrive in the workforce.

As a local employer, our team speaks at open days sharing more information about the opportunities open at Qube Logistics.

“Most recently I shared one of our success stories,” said Qube Logistics Project Coordinator, Rana Shetabi.

“It helped the cadets to see someone who looked like them, was from a similar part of town, who started in an entry level position and had worked his way into a leadership position.”

In 2023, we employed four people from CadetMax, one of whom has gone on to win the Employee of the Month award in May 2024.

The team also interviews and employs candidates from WINZ (Work and Income), which is NZ’s beneficiary service, helping people who have struggled to find employment to enter the workforce.

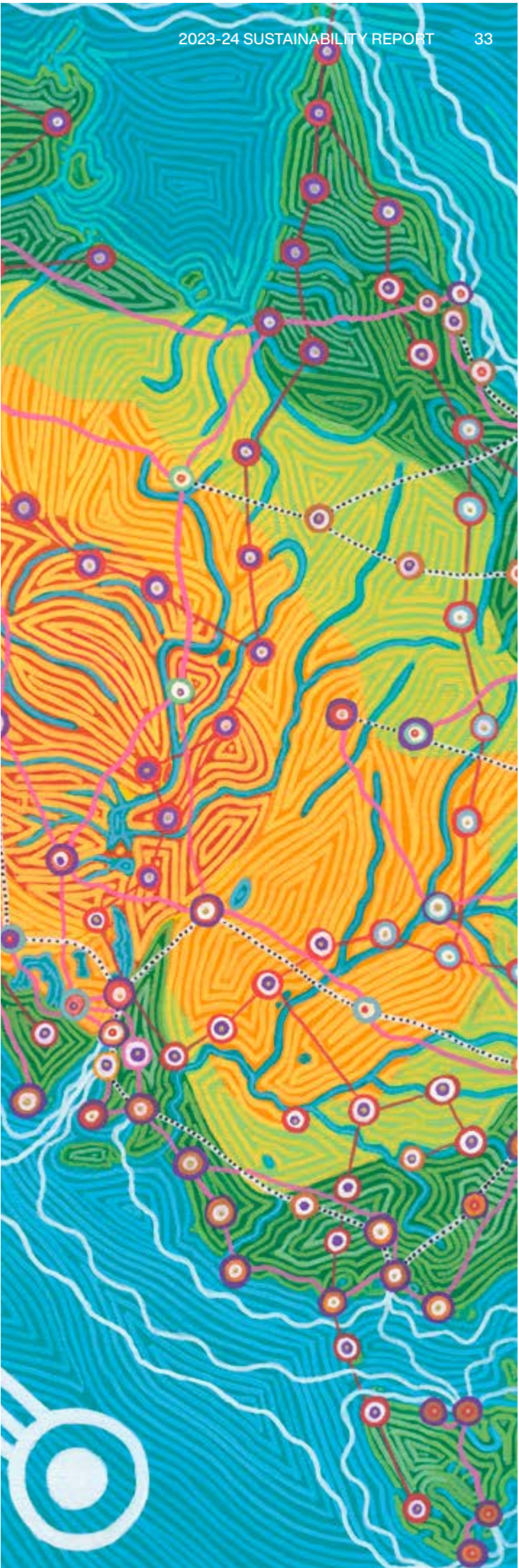
Advancing the cause of reconciliation in Australia

During FY24, Qube received official endorsement from Reconciliation Australia for our Reflect Reconciliation Action Plan (RAP). This is the first step in the formal RAP journey for Qube and is a tangible demonstration of the ongoing steps we are taking continue to build and foster relationships with the First Nations Peoples in Australia. Supporting activities that deliver mutual value and practical, tangible outcomes is consistent with Qube’s purpose, to help customers, communities, industries and people to Thrive – now and into the future.

Consistent with our RAP commitments, in FY24 we joined the New South Wales Indigenous Chamber of Commerce and Kinaway (the Victorian Indigenous Chamber of Commerce) to assist in sourcing goods and services from Indigenous led businesses. Initiatives are also underway to measure and manage Indigenous procurement, which will facilitate public reporting on commitments made in the RAP.

Since launching the RAP, we have implemented cultural awareness for employees and cultural awareness and immersion learning for management, led by a third-party consultant.

A dedicated RAP Committee, comprised of representatives from across our operations, including Indigenous employee representation, meets regularly to ensure Qube meets its RAP commitments.







## CASE STUDY

### Taking reconciliation to the rail lines and highways of Australia

Indigenous artist, Darren Charlwood, created our RAP artwork entitled Yindyamarra in 2023. The work seeks to show the balance and interconnectedness that exists between people, the sea, and the Country, and features both Qube's network of operations as well as traditional Indigenous trade routes.

Inspired by this story of connection, and not content with simply hanging Darren's finished product on the wall of our Sydney head office, in FY24 we have taken Yindyamarra to the rail lines and highways

of Australia as a symbol of our commitment to reconciliation. Darren's artwork now adorns locomotives, truck cabins and trailer curtains across the country. Qube is regularly tagged in social media images and footage taken by members of the public who have spotted one of these vibrantly coloured assets moving through the countryside, helping to advance the cause of reconciliation in Australia.

## CASE STUDY

### Qube lines up for Traditional Indigenous Games

In March 2024, a Qube team took on the Traditional Indigenous Games (TIG) Corporate Challenge helping raise important funds for the National Aboriginal Sporting Chance Academy (NASCA).

The program aims to engage the NASCA students, connect students to culture, and encourage teamwork by facilitating games played by their ancestors.

NASCA students learn the history of the games, what local Nation it derives from, and the equipment and materials that their ancestors would have used.

"We really enjoyed the day, learning and playing two types of TIG games – Tjapu Tjapu and Kutturi," Qube's National Injury Management Advisor, Danielle Markey said.

"Throughout the day, the students were required to teach their team members the rules of the games, participate in the event as well as referee.

"It allowed them to utilise their leadership skills, build cultural knowledge, and connect with others."



## CASE STUDY

### Helping to close the gap for First Nations people

#### The Clontarf Foundation

Qube has proudly supported the Clontarf Foundation since 2017. The Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men.

That support continued in FY24, with boys from a number of Clontarf Academies, including Coonamble in New South Wales and Gunbalanya in the Northern Territory, visiting our operations to learn about employment opportunities in the freight and logistics industry and to share their experiences of involvement with Clontarf.

This year, Qube's Director of Corporate Affairs, Ben Pratt, travelled to Kakadu National Park in the Northern Territory to see the Clontarf program in action.

"During our trip to Kakadu, I saw first-hand the life-changing difference Clontarf makes for many boys and young men," says Ben.

"I had the opportunity to visit a fantastic bunch of boys at school and to spend time in their communities to learn about Country and connection.

"It was a real privilege, and I am so grateful to our hosts from Clontarf for the experience. I am especially grateful to the boys and the Traditional Owners we met during our visit for generously sharing their stories, knowledge and Country."

#### The National Aboriginal Sporting Chance Academy

In FY24, Qube also forged a new partnership with the National Aboriginal Sporting Chance Academy (NASCA).

NASCA is a 100% Aboriginal and Torres Strait Islander governed and led organisation where Indigenous staff bring the lived experience and shared cultural knowledge required to provide the right support to the communities they serve.

Qube's partnership with NASCA is focused on supporting Young Women's Academies in regional New South Wales to ensure young Indigenous women also have opportunities to learn about employment pathways in the freight and logistics industry.





# Employee Experience and Culture

## *The Qubies: Qube's night of nights*

The first annual 'Qubies' awards were held in November 2023, to recognise and celebrate members of the Qube team who demonstrated the values that underpin our Plan to Thrive.

The awards are open to people from all roles, all sites and all levels in our business and more than 130 people were nominated for a Qubie in 2023.

At a gala evening in Sydney in November, members of the Qube Board, executive and management teams, together with shortlisted award nominees from across the business, gathered for the announcement of our 2023 winners.

The awards also included the Qube Innovation Award, to recognise an individual or team whose ideas or ingenuity has led to an innovation that unlocks value for Qube and our customers, and the JA Scholarship, honouring the memory of long-standing Qube employee, John Allen, who passed away in December 2022. This award recognises an outstanding employee who displays the kind of entrepreneurial and innovative thinking that saw JA become a true leader in our industry.

Following a highly successful launch, the awards are now a fixture of the Qube calendar, and we anticipate even stronger engagement when we hold the awards again late this calendar year.







## CASE STUDY

### Honouring the sacrifices of our Qube veterans

Our diverse and inclusive workforce comprises individuals from an enormous variety of backgrounds, including a number of current and former serving defence force personnel.

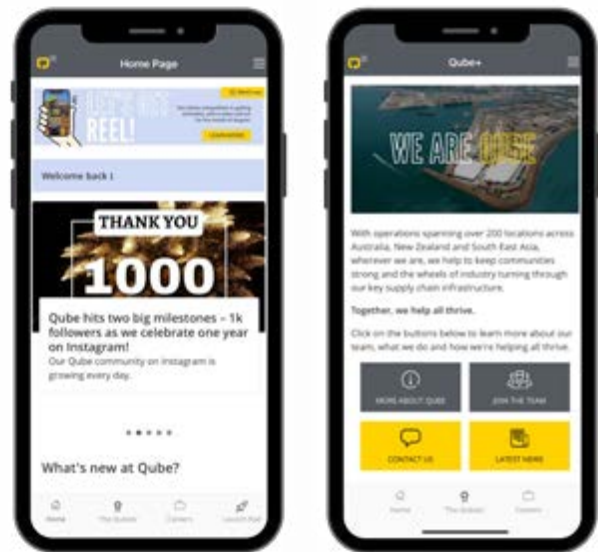
As part of our regular commemorations of ANZAC Day, throughout the month of April our employee app featured a special series of profiles of our own veterans who have served in either the Australian or New Zealand defence forces, to honour their bravery, sacrifice, and camaraderie.

## CASE STUDY

### Qube+

In FY24, we relaunched our employee app to enhance the user experience, provide additional functionality and to strengthen employee engagement.

Qube+ (formerly myQube) now provides employees with a one stop shop to access news, business critical safety and operational updates, access to training systems and links to benefits programs.



## INSIGHT

### A fresh focus on culture and gender equality

Two new reference groups played critical roles in informing our approach to key issues during 2024.

The newly formed Culture Reference Group (CRG), comprised of representatives from across the Group at different levels and with a mix of operational, administrative and corporate support roles, assists in embedding our Thrive program across the business and in helping to generate employee engagement and enthusiasm.

The initiative has proven successful, with the Committee helping bring real-life stories of what these values look like in action at Qube, helping to ensure our communication materials are authentic and resonate with the target audience. The CRG also provides feedback on what's working, what's not working and suggestions on what we could do better.



At the same time, a newly formed Gender Equality Reference Group will directly support Qube's Strategy for Gender Equality, with this team of champions leading, supporting and promoting our diversity and equality initiatives, commitments and values.

Meeting three times a year to discuss, plan and promote the goal of greater gender equality at Qube, the Gender Equality Reference Group will be the main champions for gender equality in local offices or sites, and across the wider business.

With group membership refreshed every year and a maximum of 12 people making up the Gender Equality Reference Group, new ideas, opinions and perspectives will ensure our commitment to Gender Equality continues to thrive.



# Enhancing Our ESG Disclosures

Our commitment to environmental sustainability is deeply linked to our strategy to be the leading integrated logistics service provider, generating value for our diverse stakeholders so we can all thrive.

Through a proactive approach that considers the potential impacts of climate change in our operations and value chain, our climate goals underscore our dedication to continue to be the leading integrated logistics service provider of the future in a decarbonising economy.

Central to our climate goals are a series of targeted initiatives aimed at reducing greenhouse gas emissions, enhancing our fleet and operational efficiency, and focused on sustainable practices across our entire operations and supply chains. By proactively addressing the physical and transitional risks associated with climate change, such as evolving regulatory landscapes, shifting market trends, and advancement in technology, we ensure that our climate commitments are not only forward thinking but also adaptable.

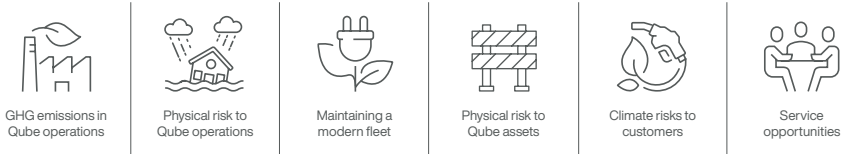
In line with previous TCFD disclosures and the anticipation of the proposed mandatory climate reporting standards in FY25, we have also extended our understanding of material climate-related risks and opportunities.

This year our climate-related scenario analysis examined:

- High level physical risks across our supply chain
- High level transition risks in our operational model
- Opportunities for Qube to reduce emissions in light of emerging technologies.

In FY25, these material risks and opportunities will remain an ongoing area of focus and evolution at the same time as we take necessary steps to ensure that Qube is well placed to meet the requirements of the proposed new standards. This will include revisiting our current revenue-based emissions reduction targets, building on the work we commenced in FY24 to review and benchmark our emissions reduction targets, as well as the rollout of a new ESG data management system to improve and streamline our data collection and reporting capability.

### Qube's material climate risks and opportunities



## Our current climate ambitions

FY27

Transition 95% of our fleet to Euro 5,6 standards

Convert 50% of our Light Vehicle to hybrid or electric

FY30

Convert 70% of our Light Vehicle to hybrid or electric

Reduce our Scope 1 emissions intensity by 50 per cent by 2030 (compared to FY18 baseline)

Power Qube owned, recently constructed or new offices and facilities by 100% renewable electricity

FY50

Aspirational goal to reduce our Scope 1 Emissions intensity to zero by 2050<sup>1</sup>

<sup>1</sup> This means our Scope 1 greenhouse gas emissions intensity by revenue (tCO<sub>2</sub>e/\$revenue)

## Scope 1, 2 & 3 Performance in FY24

### What we achieved in FY24

- An 18% improvement in our carbon intensity compared with FY23 (from 141 tCO<sub>2</sub>e/\$M in FY23<sup>1</sup> to 115.1tCO<sub>2</sub>e/\$M in FY24)
- A 42% reduction in our carbon intensity compared with the FY18 base year
- Avoided 13,496tCO<sub>2</sub>e of GHG emissions through targeted GHG reduction measures – the equivalent of around 3% of our total realised GHG emissions in FY24
- Expanded the rollout of renewable energy across our sites with 5% of electricity now generated by rooftop solar and battery applications
- Continued to transition our heavy vehicle fleet to Euro 5&6 standard with 91% of the fleet now meeting that minimum requirement
- Further invested in electric light vehicles in our Bulk and AAT operations
- Reviewed our climate-related risks and opportunities with updated scenarios aligned to proposed new mandatory reporting
- Reviewed our data governance processes to increase transparency and visibility of Scope 1 and 2 inventories
- Selected an ESG management system to further improve and streamline the data collection and governance processes for Scope 1 and 2 emissions reporting

In FY24, our absolute GHG emissions declined by around 2.4% compared with the prior period (403,177.60 tCO<sub>2</sub>e in FY24 compared with 413,021.73 tCO<sub>2</sub>e in FY23).

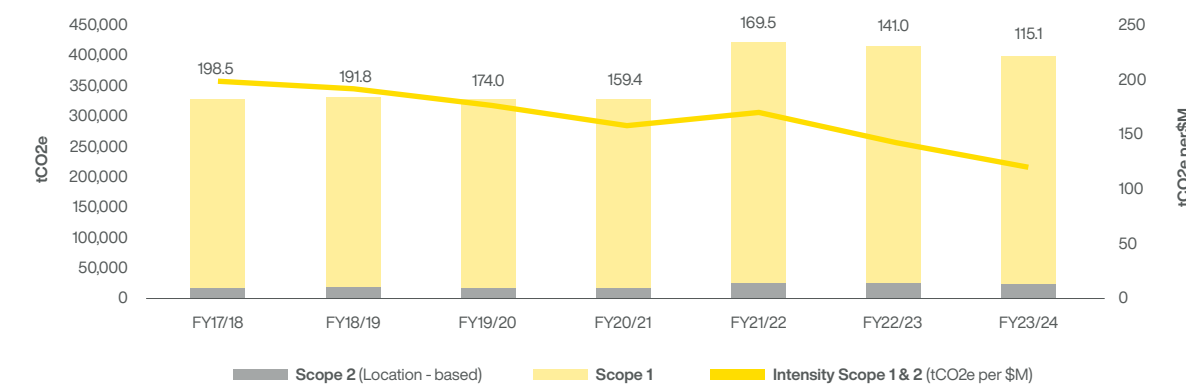
This largely reflects our ongoing focus on productivity and efficiency measures across the group, as well as the increased penetration of on-site renewable electricity.

Our Scope 1 emissions were 9,532.65 tCO<sub>2</sub>e lower compared with FY23 (a reduction of 2.4%) while our Scope 2 emissions declined by 1.5% or 311tCO<sub>2</sub>e. This is despite the incorporation of a full year of emissions data following the acquisitions of Kalari and Stevensons Logistics which were completed in the prior period. Combined, these acquisitions accounted for an additional 22,542tCO<sub>2</sub>e in GHG FY24.

With respect to our targets, we made positive progress on our goal to reduce our Scope 1 emissions intensity (tCO<sub>2</sub>e/\$M) by 50 per cent by 2030 (compared to FY18 baseline), with a 18% improvement in our carbon intensity compared with FY23 (from 141 tCO<sub>2</sub>e/\$M in FY23<sup>2</sup> to 115.1tCO<sub>2</sub>e/\$M in FY24). This represents a 42% reduction in our carbon intensity compared with the FY18 baseline year<sup>2</sup>.

<sup>2</sup> Note Qube's GHG emission numbers for FY23 have been adjusted after a misstatement in the data at one site was identified in the course of preparing our FY24 reporting. This resulted in an adjustment to Qube's carbon intensity for FY23 from 139tCO<sub>2</sub>e/\$M to 141tCO<sub>2</sub>e/\$M for the period.

### Absolute and intensity for scope 1 & 2

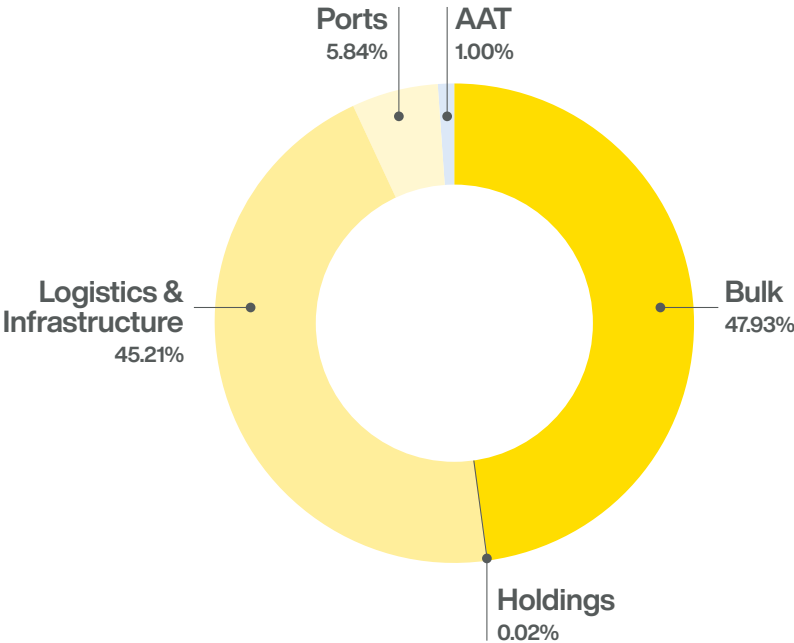




Absolute and intensity for scope 1 & 2

Items	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Intensity tCO2e\\$/M	198.5	191.8	174	159.4	169.5	141.0	115.1
Revenue \$	\$1,651	\$1,729	\$1,884	\$2,032	\$2,483	\$2,930	\$3,504
Energy Consumed (GJ)	4,481,503	4,506,721	4,521,662	4,431,674	5,801,536	5,732,727	5,603,260
Net Emissions (Scope 1 & 2)	327,729	331,605	327,812	323,852	420,805	413,022	403,178
Scope 1	308,285	310,656	308,285	304,255	397,545	392,246	382,713
Scope 2 (Location-based)	19,444	20,949	19,527	19,597	23,260	20,776	20,465
YoY Carbon Intensity (%)		-3%	-9%	-8%	6%	-17%	-18%
Carbon Intensity against Base FY18 (%)		-3%	-12%	-20%	-15%	-29%	-42%

Scope 1 & 2 GHG emissions



GHG reduction initiatives in FY24

Reduction Initiative	Description	Estimated Annual Savings (Litres)	GHG Avoidance (Tco2e)
Modification of A-Doubles for better payload	QL VIC modification of A-Doubles to enable better payload from single trailer to multi-trailer	16,000	43
Tier IV/Stage V emissions container handlers and reach stackers	All new container handlers and reach stackers delivers over last 12 months are rated Tier IV/Stave V emissions.	112,500	305
Premium diesel roll-out	Premium diesel roll-out across the business resulting in improved fuel burn efficiency ~3%	4,366,744 (estimated based on the fuel burn efficiency provided by supplier)	11,782
Electrification – EV transition	7x diesel utes replaced with EVs in Bulk and 6x diesel vehicles in AAT replaced with MEG4 EVs	16,220 (estimated based on annual vehicle km)	55
Electrification – Small forks	Transitioning 20% of Logistics small forklifts from LPG to electric	~16,072 based on estimated annual hrs	901
Solar & Battery Electric System at Picton and 99kW system at Port Kembla	Roll-out of solar and battery system. Site is being set up to meet 100% of electricity needs through solar-rooftop and battery	157,965 kWh (Picton) 649,930 kWh (Port Kembla)	410

In addition to these initiatives, we have continued to work with OEMs, equipment suppliers, and potential partners to explore opportunities to collaborate on emissions reduction activities and technology trials.

These include:

- A trial of a fuel management system which has the potential to improve fuel efficiency and fuel burn by removing moisture and particulates. Units are currently being trialled on container handlers and prime movers in NSW and VIC
- Exploring options for HVO trial (renewable diesel blend) across the states and assessing the commercial viability of renewable diesel for Qube
- Collaborating with Volvo on a potential electric prime mover trial in New South Wales.

Scope 3

In FY24, we began partially monitoring our Scope 3 emissions categories, with a focus in the first instance on fuel related and travel activities. In FY24, our emissions in these two areas stood at 104,330tCO2e.

In FY25, we intend to continue to expand our understanding of our Scope 3 GHG emissions profile and to work towards further enhancing the quality and entirety of our Scope 3 data in FY25.





CASE STUDY

Electrifying our fleet to reduce scope 1 GHG emissions

In FY24, our Bulk business replaced seven diesel/ petrol utes with electric vehicles (EVs) for our operational light duty vehicle fleet. Each EV can save over 3.81 tCO2e per annual km compared to regular diesel. This results in a total annual reduction of 27tCO2e for Scope 1 GHG emissions. We have installed eight charging points to support this transition.

Our Logistics division also continues work to electrify its small appliances, with 20% of small forklifts now electric, helping achieve an estimated annual GHG emission reduction of 90tCO2e in comparison to a standard LPG forklift.

The team has placed orders for four electric container handlers from Sany Heavy Industries, following an extensive due diligence review and market evaluation. These empty container handlers and reach stackers will be trialled at sites in Victoria and Queensland in FY25.

CASE STUDY

Supporting the renewable transition

Consistent with our target to power our premises with 100 per cent renewable energy by 2030, during FY24 we continued to invest in onsite rooftop solar at facilities where we have long term leasing and where batteries make commercial sense. Qube Bulk installed a 268 kW solar system along with 309kWh battery system in Picton, Western Australia, avoiding 83tCO2e annually. Feasibility studies are now being conducted on the installation of similar systems on two additional Bulk facilities in Western Australia.

Meanwhile, in Karratha, the Qube Energy team has approved a 132kW solar panel system and 130kWh battery system which is designed to meet 100% of the facility's energy needs, avoiding 125tCO2e in emissions per annum.

Scenario analysis

Qube recognises the importance of identifying and assessing the impacts of climate-related risks and opportunities for our business over the short, medium and long term.

In FY24 we further evolved our scenario analysis work building on our previous Task Force on Climate-related Financial Disclosures (TCFD) assessments. The objective of this work is to help us understand our business resilience and identify activities to enhance our preparedness for a range of climate-related outcomes.

We engaged the services of an external consultant to support this work, with analysis developed in consultation with our operations, finance, sustainability and strategy teams. Importantly, these updated scenarios ensure Qube is well placed to meet the standards expected to be adopted in the proposed ASRS reporting standards.

Climate scenarios

Scenario	Regulation	Policy reaction	Technology change	Carbon pricing	Carbon Dioxide Removal (CDR)	Modal shift
1.5°C aligned.  Agressive decarbonisation and transition to low-emission energy.  High transition risk and low physical risk.	High	Immediate	Fast deployment	High use	Medium use	Fast
Failure to decarbonise.  Continuation of current economic and emissions growth with little or no decarbonisation or energy transition.	Low	Reduced policy burden	Slow deployment	Low use	Low use	Gradual
Disorderly net-zero transition.  Inaction leading to increased natural disasters which prompt radical decarbonisation from 2040.  Achieve NZ50 but misses the 1.5°C planetary boundary.  High transition risk in 2040-2050 and high physical risk.	Disruptive (Low/High)	Delayed/ Disruptive	Slow/Fast deployment	Low/High use	Low use	Gradual

In FY25 and beyond, we will continue to conduct more detailed quantitative assessments of the material risks identified, consistent with our overarching commitment to consistently evolve our approach to climate-related assessments and disclosures.



Detailed approach to assessing climate-related risks and opportunities

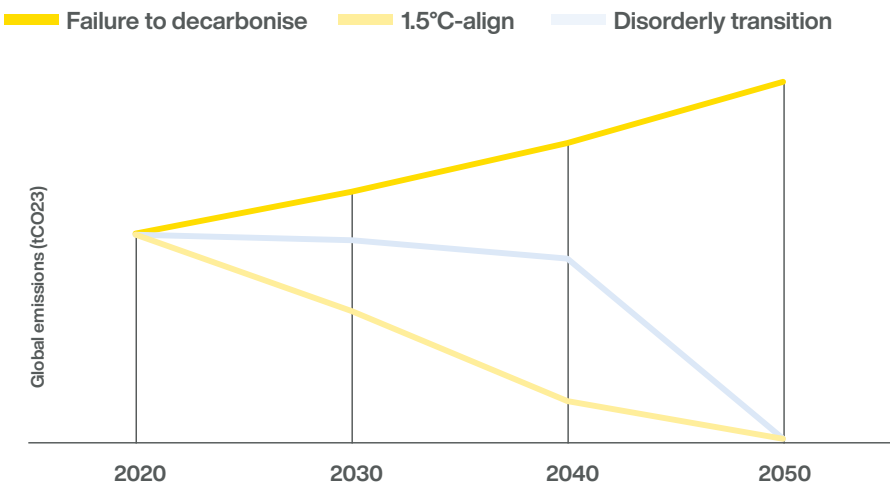
Items	Details
Inputs and parameters	Scenarios were developed using publicly available data from Representative Concentration Pathways (RCPs), Shared Socioeconomic Pathways (SSPs), Network for Greening the Financial System (NGFS) and Principle of Responsible Investment PRI. The datasets are used to construct scenarios pathways specific to Qube in the context of operations in the Australian region (NSW, QLD, SA, WA, TAS, and VIC).
Scenario analysis usage	Scenario analysis explores physical and transition risks, stress-testing strategy, and informs business decisions. The analysis covers three scenarios: <ul style="list-style-type: none"><li>Failure to decarbonise (&gt;3°C): Continued economic and emission growth with little or no decarbonisation.</li><li>1.5°C aligned: Aggressive decarbonisation and transition to low-emission energy.</li><li>Disorderly Net-Zero Transition (2°C): Inaction leading to increased natural disasters, prompting radical decarbonisation from 2040.</li></ul>
Risk assessment	Qube performed TCFD scenario analysis in FY21 and re-assessment of scenarios is conducted in alignment to the ASRS requirements. The assessment includes qualitative assessment and, where verifiable, a quantitative assessment is carried out, for example, the impact of carbon pricing. Physical risks material to Qube (e.g. cyclones, flooding) and transition risks (e.g. regulations, carbon pricing, etc) are evaluated.
Risk prioritisation	Qube plans to integrate risks into business continuity and for strategic planning. Qube intends to further integrate scenarios to inform site-based resilience and adaptation plans.
Risk monitoring	Qube intends to further integrate scenarios to develop sites-based resilience and adaptations plans. However, locations with high risks have regular weather monitoring and macro-economic monitoring in place to track and manage climate-related risks.
Process changes	The scenario analysis conducted in FY24 is in alignment with the ASRS guidelines incorporating 1.5°C Paris-aligned scenario. These updated scenarios will be used in conjunction with the findings in the previous TCFD scenario analysis.
Identification of opportunities	Opportunities are identified by evaluating the climate resilience of transport modes and engaging with customers on resilience improvements.
Assessment and monitoring	Qube intends to further enhance its GHG emissions monitoring and forecasting, focus on exploring low-emission technologies and resources, increase transparency and drive modal shift with customers through proactive engagement.

Process, findings, outputs

Both physical and transitional aspects of climate change, and the decarbonisation of the global economy and the interplay between them, were considered in the analysis, which looked at the impacts of three different scenarios: failure to decarbonise, a 1.5°C aligned scenario and a disorderly transition scenario. All three scenarios were modelled to understand and identify risks and opportunities for Qube. The scenarios were developed using data from Representative Concentration Pathways (RCPs), Shared Socioeconomic Pathways (SSPs), Network for

Greening Financial System (NGFS) and Principles of Responsible Investment (PRI). Physical climate risks were modelled based on key weather-related climate risks relevant to Qube’s operations, while transition risks were modelled based on Qube’s operational footprint across the supply chain and emission impact.

Qualitative assessments were conducted for all scenarios, and limited quantitative assessments were performed where data was available and verifiable.





Physical risk management

Through workshops with key stakeholders and desktop research, we assessed the potential impacts of six weather hazards (Drought, Heat stress, Flooding, Sea level rise, Wildfires and Tropical cyclones) that could have some financial impact on Qube, mainly from disruptions to business operations and how we deliver continuity of those services.

Scenario	Description
Failure to decarbonise Warming exceeds 3°C	Global emissions continue to grow through 2080, leading to global temperature increases greater than 3°C. No policy implementation, focus on domestic economic issues, increased reliance on fossil fuel, and geopolitical issues create global energy crisis. Physical impacts of climate change and natural disasters are the most prominent in this scenario.

- **Drought:** Decreased precipitation may induce droughts, impacting Qube’s customers and reducing agricultural freight.
- **Heat stress:** Climate change will likely increase heat stress globally. Heat stress impacts are highest in the Failure to Decarbonise scenario, which may impact operations and impact on the employees.
- **Flooding:** Increased frequency and severity of rainfall leading to flooding can damage Qube’s physical assets and/or interrupt rail and road operations.
- **Sea level rise:** Rising sea levels increase the risk of coastal inundation and the impact of weather-induced water damage.
- **Wildfires:** Increased frequency of wildfires may damage Qube’s physical assets and/or interrupt road and rail.
- **Tropical cyclones:** Increased frequency and severity of tropical cyclones may damage Qube’s physical assets and/or disrupt operations.

The diversity of our operations, combined with our scale, means we are well placed to mitigate weather hazards, using alternative road, rail and sea freight, when others are affected.

Our experiences from previous extreme weather events have prepared us to improve our operational resilience and effectively manage impacts from physical climate events to minimise the disruption in our operations and supply chain. These adaptation measures include:

1. Designing new facilities keeping in mind extreme climate events
2. Engagement with government agencies and customers to ensure supply chains are resilient
3. Alternative route-modelling and different modes of transport to provide continuity of services.

The table below summaries some of the key adaptation measures we have identified to improve the resilience of our operations. A detailed summary of key physical and transitional risks is shown in Appendix pages 68-71.

Current controls to address climate-related risks and improve resilience

Weather hazards	Vulnerability	Adaptation and resilience measures
Tropical cyclones	Business disruption, safety of employees and minor damage to assets	Monitoring of tropical cyclone events and operational requirements in coordination with Bureau of Metrology (BoM) and Department of Fire and Emergency Services (DFES).  Emergency response plans in place for both Pilbara and North West Supply (Karratha) and roles and responsibilities clearly defined in regard to tropical cyclone activities.  Frequent audit of assets, and ensuring building designs are to cyclone D-rated standard.  Floodway and river crossing levels regularly monitored during events to prevent disruption and enable continuity of transport operations.
Floods	Disruptions to supply chain	Alternative supply chain routes are modelled with customers for high risk regions.  Investing in interim stockpile to protect freight during weather events and ensuring continuity of operations for our customers.
Wildfires	Disruptions to supply chain and operations	Alternative supply chain routes and alternative forms of transportation such as road, rail and sea freight for continuity of operations for our customers.  In forestry, fire resilience measures and waterbombers are used to minimise the risks.
Drought	Impacting the volume of goods and services	Flexible engagement with our customers to help them manage periods of stress.  Diversity of business operations to manage the impact of lower volumes in Agribusiness.
Heat stress	Business operations and safety and well-being of employees	Reduced working hours during high temperature seasons.  High use of air-conditioning within our facilities and vehicles.



Transition risk management

Our modelling identified transition risks to Qube and the wider freight and logistics sector in two of the scenarios modelled (1.5°C aligned and disorderly net-zero transition).

Scenario	Description
1.5°C aligned	Global temperature exceeds 1.5°C for short period in 2030s and is then brought back to 1.5°C through biological and technological carbon removal methods. Structural decline in fossil fuel with rapid adoption of low emission technologies and proliferation of carbon pricing.
Disorderly net-zero transition	Inaction leading to increased natural disasters which prompt radical decarbonisation from 2040. Achieve NZ50 but misses the 1.5°C planetary boundary. High transition risk in 2040-2050 and high physical risk.

Three potential policy drivers were identified as presenting significant impact to Qube were they to eventuate:

- 1. Climate regulation
- 2. Carbon pricing
- 3. Low-carbon electricity

Effective risk management and adaption measures will be crucial to mitigate the potential financial impacts should these policy changes be adopted, and to enhance our business resilience.

1. Climate regulation

Qube faces regulatory changes under both 1.5°C aligned and disorderly transition scenarios. The 1.5°C scenario is orderly with substantial support of workers and rapid renewable growth, while disorderly transition features rapid, penalty-heavy changes post-2030, limited worker support, and a sharp rise in renewable energy targets. Both scenarios will be driven by the degree of regulatory charges, which include:

- 1. Global phase-down of coal power
- 2. Transition away from fossil fuels
- 3. Carbon pricing and,
- 4. Stricter vehicle standards

Both scenarios highlight the need for Qube to continue efforts to enhance our fleet efficiency, continue to increase our reliance on renewable electricity through roof-top solar and batteries, and adapt to increasing regulatory pressures to maintain competitiveness and resilience.

2. Carbon pricing

The enforcement of carbon pricing varies under our modelled scenarios:

- 1. Immediate implementation under 1.5°C aligned transition
- 2. No enforcement under a failure to decarbonise
- 3. Post 2030 enforcement under disorderly transition

A carbon price, which rapidly rises over time to provide a market-based incentive to drive down carbon emissions, could present significant costs to Qube and directly impact profits. To this end, Qube is focused on reducing our emissions intensity throughout our operations.

In FY24, Qube avoided 13,496tCO2e emissions from various initiatives. Qube is continuing to scan the market for technology, alternative fuels such as renewable diesel, biodiesel, hydrogen and electric vehicles. As technology is available and becomes viable, Qube will be positioned to adopt and transition the fleet and assets to reduce our GHG emissions.

3. Low-carbon electricity

Decarbonisation ambitions and government commitments will impact the production of low-emissions electricity and the scale of its contribution to the grid. Under both a 1.5C aligned scenario and in a sudden shock scenario, lower emission electricity is expected to reach 90-100% of electricity in the grid by 2050. However, under a disorderly transition scenario, production lags and renewable energy supply shortages could result in higher scope 2 emissions for Qube during a 2030 ‘shock period’. This could potentially create reputation risk for Qube as a consequence of increased scope 2 emissions.

To mitigate this risk, Qube is investing significantly in self-generation and we have made a number of sites suitable for off-grid applications to be more self-reliant.

Increasing our climate resilience

With the impacts of climate change already evident, ensuring the reliability and resilience of our supply chains from events such as extreme weather, drought, floods and heat waves is a priority.

Approach to climate resilience

Qube operates across various modes of freight with a wide geographic base in Australia, New Zealand, and smaller operations in south-east Asia. This diversification of revenue streams gives us flexibility in the event of extreme weather and other climate-related events. Operationally, we have alternative modes of transportation and the capability to re-route goods and services to other parts of our business.

Modelling and analysis

We identified risks to Qube's operations and model and analysed various climate scenarios to understand their potential impacts. This involved assessing supply chain and physical risks to Qube's operations.

Impact on business resilience

We evaluated the impact on business operations, supply chains, and assets under each climate scenario, considering both physical and transitional impacts.

Business response

We deployed adaptation measures for current and existing assets to mitigate identified risks.

Climate-related risks are integrated into decision-making processes for operational, infrastructure and asset projects and purchases.

Collaborations

We collaborate with operational, safety and health teams to enhance coordination and ensure a comprehensive approach to climate resilience.

We partner with our customers, working to build a resilient supply chain and redesigning logistics during extreme climate-related events, ensuring continuity and reliability.



Future initiatives to increase our transition risks resilience

01

Implement measures to lower emissions

- Energy and fuel efficiency
- Investment in on-site renewable energy
- Explore opportunities for renewable diesel, bio-diesel and hydrogen

02

Update our fleet to meet the latest efficiency standards

- Updated fleet to keep ahead of any enforced emissions standards and customer expectations
- Proactive engagement with manufactures on commerical viability of battery-electric, and hydrogen vehicles

03

Invest in carbon offsets for residual emissions

- Invest in high quality carbon offset projects to neutralise residual emissions and support global efforts to combat climate change

04

Collaborate with customers to enhance sustainability practices

- Proactive engagement with customers who may be affected by current or future chronic or acute physical risks
- Conduct regular macroeconomic monitoring for climate-related impacts on customer segments, and provide proactive customer support

05

Promote rail transport as a lower emissions alternative

- Advocate and market rail as a resilient, cost-effective, low emissions alternative to road transport
- Investment in rail infrastructure to differentiate Qube as a national rail provider
- Resilience quantification of different routes and modes of transport to help customers make informed decisions

Future initiatives to increase our physical risk resilience

01

Regularly evaluate and address emerging risks

- Proactive engagement with insurance providers to minimise costs and maximise asset resilience
- Integrate climate-related risks into business continuity plans
- Integrate climate-related risks into purchasing, renovation, and sale decisions
- Invest in high-resilience interim stockpile infrastructure and associated process to decrease impact on customer freight deliveries during a physical climate-related event

02

Route optimisation and re-routing using different modes of transport

- Engage and partner with road, rail and port infrastructure operations to increase physical risk resilience
- Conduct semi-regular alternative route modelling and planning to be able to rapidly respond during a climate-related event, maintaining operations or reducing time
- Integrate site-specific risk assessment outcomes for risk management and strategy
- Develop flexible logistics solutions to maintain operations during extreme weather events

In FY25, we will continue to build our understanding of the implications of climate-related risks and our capacity to adapt and adjust over the short, medium and long term.





# Environmental management

Environmental standards, practices and procedures are embedded into our safety and sustainability systems and processes, and this supports us in identifying and managing our material environmental risk. We conduct regular audits to review our environmental compliance with applicable legislation and standards.

In FY24, our audit process identified no major or minor non-conformances. In FY24 no new ISO certification audits were completed, however the majority of our key Qube Ports and Bulk facilities are now compliant with ISO14001 environmental standards and work is underway to achieve certifications for the remainder of our Ports, Bulk and Logistics sites.

## Waste

In FY24, we began streamlining our waste management data and consolidating contracts across our Australian locations, to enhance our understanding of our waste profile and to enable better monitoring, analysis and reporting into the future.

In FY24, our major operational sites generated 11,074t of waste, of which 10% (1,158t) is currently recycled. This represents a 9% improvement in our recycling rate from FY23.

As a major consumer of tyres across our heavy, light vehicle and small mobile asset fleet, tyre waste is a particular challenge and opportunity for Qube. Currently, almost half (around 44% or 431t) of our tyre waste is recycled and we are exploring opportunities to boost this number in FY25.

Of the tyre waste currently recycled, 331t is exported to Malaysia where waste tyres are processed and separated into rubber, steel and other material types. Recovered rubber is then used in applications such as rubber cushioning in playgrounds, tyre-derived fuel and reclaimed rubber products, and steel is recycled by smelting plants to produce new steel.



## Biodiversity

Biodiversity management is an area of increasing focus and attention globally and Qube is aware of efforts to create a new reporting framework to mitigate risks connected to the natural world.

We continue to closely monitor developments and potential reporting obligations in this important area and plan to deepen our understanding of the impacts of our operations on biodiversity and to engage with key stakeholders, including government bodies and local communities, to assess and manage biodiversity within our areas of operation.



### INSIGHT

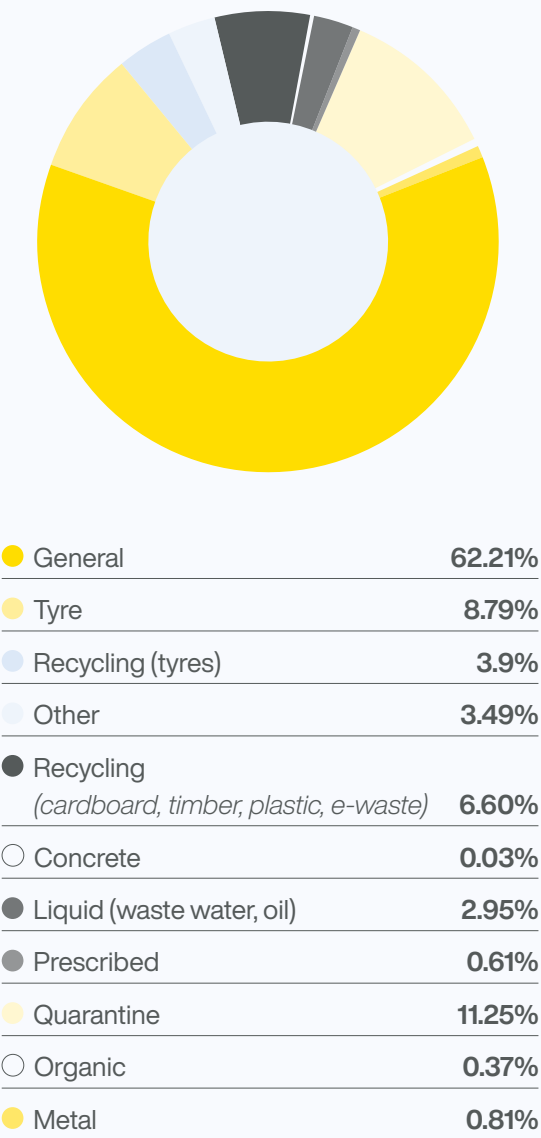
## ESG world profile

To assist investors and other stakeholders in understanding Qube's actions and progress with respect to its environmental, social and governance (ESG) commitments, Churchgate CSR Limited has been engaged to prepare and publish an online ESG profile.

The profile, published on the [Qube website](#), provides users with a real-time assessment of Qube's performance against a range of factors and sub-factors as well as materiality, third party certifications, such as the Global Reporting Index (GRI) and assurances and source linkages. It enables users to easily search and obtain a comprehensive understanding of Qube's ESG performance.

The profile is regularly updated, including following the publication of this report.

## Breakdown of waste categories currently monitored



### In FY25, we will:

1. Further streamline our waste management data collection and contract consolidation.
2. Improve our recycling rates and waste diversion through engagement and education for all employees, contractors and visitors.
3. Further improve our tyre recycling rate and identify economic opportunities from the waste we generate.



# Servicing Australia's Sustainable Future

As Australia's largest integrated provider of import and export freight and logistics services, Qube provides customers with detailed, end-to-end supply chain transparency. Through our network of rail, road, intermodal and port infrastructure, we offer customers flexible solutions to meet their freight and logistics needs as well as options and opportunities to minimise ESG impacts.

According to the Australasian Railway Association, rail freight produces 16 times less carbon pollution than road freight per tonne kilometre travelled, valued at 1c per tonne kilometre<sup>3</sup>.

Moving a single container by rail instead of road can save up to \$344.79 in carbon costs for movements between Australia's capital cities<sup>4</sup>.

In light of these environmental benefits and the growing demand for rail services by our customers, in FY24 Qube has taken steps to modal shift from road to rail.

<sup>3</sup> Australasian Railway Association

<sup>4</sup> Australasian Railway Association



## CASE STUDY

### All aboard for the Moorebank Interstate Terminal

In April 2024, Prime Minister Anthony Albanese officially opened the new Interstate Terminal at Moorebank, which complements Qube's Import and Export (IMEX) Terminal.

The terminal will revolutionise freight and supply chain efficiencies between interstate capitals, with the capacity to manage up to 500,000 twenty-foot containers annually and strengthen supply linkages for customers to warehousing and Port Botany.

Each of the 1,800 metre trains the Interstate Terminal can accommodate has the potential to remove 100 B-Doubles from Australia's roads, easing congestion.

Qube Managing Director, Paul Digney, said the opening of the terminal was "a great opportunity for any freight owner who wants to substantially reduce their carbon emissions by switching their freight from road to rail by using these quality assets".

"Getting more freight off the road and onto rail will be key to achieving Australia's emissions reduction targets, especially given rail freight generates 16 times less carbon pollution than road, and this new Interstate Rail Terminal at Moorebank will be a key enabler in that transition," Paul said.





“Delivering the Tamworth intermodal is consistent with our plans to continue investing in intermodal and rail infrastructure.”



## CASE STUDY

### Tamworth's newest landmark

Tamworth might be famed for its giant golden guitar, but Qube's new 10 hectare intermodal facility now rivals the statue for landmark status since opening in March 2024.

The new facility will enable businesses to transfer their products and commodities from truck to train and provide a direct rail route to vessels docked at Port Botany and Port Newcastle, many of which are shipped to America and Asia.

The site can accommodate 90 refrigerated containers on power, and 1500 twenty-foot equivalent unit (TEU) box storage with throughput

capacity of approximately 15,000 TEU, while Qube also offers reefer container storage, and container hire and sales from the site.

Officially opening the terminal, Qube's General Manager of Supply Chain Solutions, Sean Hovey, said: “Delivering the Tamworth intermodal is consistent with our plans to continue investing in intermodal and rail infrastructure – getting trucks off highways, contributing to emissions reductions and supporting regional communities with competitive and cost-effective freight and logistics services.”



## INSIGHT

### Advocating for modal shift

As well as directly supporting our customers to make the shift from road to rail, Qube also actively advocates for policy changes designed to achieve a sector-wide outcome.

The Port Botany Regional Rail Incentive is one such policy reform that has the potential to eliminate 50,000 trucks from Sydney's roads annually, see almost 140,000 containers shifted onto rail annually, release current constraints at Port Botany and result in up to 560,000 tonnes of carbon dioxide equivalent emissions being avoided over 30 years.

Under the scheme, a new hub and spoke model would be created whereby long, multi-stevedore regional container port trains would be replaced by efficient, high frequency, stevedore-specific rail shuttles operating from metropolitan intermodal terminals (IMTs) direct to Port Botany.

This would mean regional trains could be reprovisioned with empty containers at the IMT and rapidly returned to regional NSW, avoiding the time-consuming task of splitting and shunting at the port, eliminating the need for trains to travel empty to satellite Empty Container Parks (ECPs) for reprovisioning and improving the efficiency of the network.

A cost-benefit analysis prepared by Deloitte found a regional train which currently travels to and from Port Botany three times a week, could now travel up to five times a week under the new scheme.

Qube is actively engaged with the NSW Government and the NSW Freight Policy Review Program to advocate for the scheme which aims to dramatically increase the share of goods travelling into and out of the port via rail, helping to unlock efficiencies at the port and drive down carbon emissions.





## CASE STUDY

## Expanding Qube's logistics footprint in Northern Australia

A new, strategically located common user facility at the heart of the West Pilbara Coast is providing tier one offshore oil and gas operators with industry best practice services and technologies.

Qube Energy's \$24 million North West Supply Base opened in February and provides offshore oil and gas operators with material and inventory management, preservation, transport, quarantine management, and pest control and fumigation services.

Qube Energy is an established provider of supply chain and technical support services to the onshore and offshore oil and gas sector in Australia, supporting more than 4,000 onshore wells, and 1,000 rig supply vessels, barges and offshore construction vessels per annum.

Opening the new facility, Qube Ports Director, Michael Sousa, said: "We're extremely proud to be cutting the ribbon on this new investment today and look forward to continuing to build on our existing commitments to the local community, including through our school partnership programs and other community initiatives."

"Western Australia is right at the forefront of global energy production and we're proud of the role we can play in supporting the continued growth and development of the industry, recognising the important role gas will play in the transition to a lower carbon future."



## CASE STUDY

## Picton powers ahead

Qube recognises the critical role it plays both in enabling Australia's energy transition as a key service provider to customers, and in helping achieve Australia's emission reduction goals by trialling and investing in cutting edge technology.

In January 2024, we unveiled a 268Kw solar and 309Kw hour battery system in Picton, Western Australia.

Cutting the ribbon on the power upgrades, Qube Bulk Director, Todd Emmert said: "This is an incredibly exciting day for Qube and a great step forward in our ambition to be a sector leader in the transition to a lower carbon future."

The site also now features four light electric vehicle chargers to support the transition of Qube light vehicles to electric.

Todd said: "My hope is that Qube's Picton site will provide a template for what is possible with the right mix of available space and technology and will provide a template for other sites around the country."



## CASE STUDY

## Helping to unlock the next chapter in our energy security

Qube is supporting the development of Australia's first offshore wind zone, off the Gippsland Coast, with plans to upgrade the Barry Beach Marine Terminal in Gippsland, transform the facility into a vital operations and maintenance (O&M) hub for the newly developed wind zones.

Barry Beach has been a busy working port for decades, having played a vital role in the development and ongoing operations of Bass Strait oil and gas industry since the 1950s. Now, with the Commonwealth and Victorian governments having identified offshore wind as an essential part of Australia's future energy mix, Barry Beach is strategically and ideally located to support this new generation of energy production.

Qube proposes to develop the inherent potential of BBMT to create economic and employment growth opportunities for Gippsland and Victoria through upgrading existing infrastructure and the further development of the BBMT facility.

Qube is closely engaged with the local community on the proposed works, including Traditional Owners and other stakeholder groups, and a range of studies are underway which will ultimately inform the referrals we need to make to secure approvals to proceed with works under state and federal laws. These include studies into cultural heritage, marine water quality monitoring and other ecological surveys.

For more information visit:

[qube.com.au/projects/bbmt-project](https://qube.com.au/projects/bbmt-project)





"Qube has a front row seat when it comes to the critical importance of free and open trade relations between Australia and China."

#### INSIGHT

### Supporting collaboration in trade and decarbonisation

With the transport and freight sectors among the most challenging to abate from a carbon emissions point of view, Qube actively supports a range of alternate fuel trials and technologies that have the potential to benefit both our emissions footprint and unlock sector wide benefits.

In FY24, Qube's Managing Director Paul Digney discussed the challenges and the technology and innovation opportunities for the sector, as a member of the Seventh Australia-China CEO Roundtable Meeting, which was attended by Australian Prime Minister Anthony Albanese and Chinese Premier Li Qiang.

Paul said: "Qube has a front row seat when it comes to the critical importance of free and open trade relations between Australia and China. The roundtable was a great opportunity to share our insights and to hear from Chinese business leaders on the challenges and opportunities they confront when it comes to ensuring strong and resilient supply chains between our two nations, which are key to the economic success of both countries.

"I also appreciated the focus on the potential for Australian and Chinese businesses to collaborate on the challenges associated with decarbonisation. The technology and innovation emerging from that market, particularly around electrification of heavy equipment and machinery, is a real area of potential growth and cooperation from Qube's perspective."



# Servicing Australia's Sustainable Future by Supporting Our Communities To Thrive

Our purpose is helping our customers, people, industries and the communities in which we work to Thrive.

In FY24, we invested over \$1 million in community-based partnerships and sponsorships. These investments, linked to our values and our priorities, like Indigenous and female participation, and deliberately targeted at the communities in which we live and work, are about creating a more sustainable future for us all. One in which we can all Thrive.



## CASE STUDY

### Helping change the face of men's health

Since 2003, Movember has funded more than 1,250 men's health projects around the world, challenging the status quo, shaking up men's health research and transforming the way health services reach and support men.

In FY24, the mo-brothers and mo-sisters of Qube decided to get involved to help change the face of men's health by raising much needed funds for mental health and suicide prevention, prostate cancer and testicular cancer.

Together the Qube team raised an incredible ~\$44,000 for Movember with Qube Holdings donating \$10,454 in matching donations made to the team over two dollar-for-dollar matching days.



## CASE STUDY

### Into the wilderness for a worthy cause

When an intrepid team of committed Qube leaders from Australia and New Zealand heard that the Cerebral Palsy Alliance's Early Diagnosis Clinic and Early Intervention Services in Prairiewood, Sydney, was facing a \$50,000 funding gap, they took little convincing to hit the roads and trails of Tasmania as part of the CPA Tassie Challenge to raise much needed funds.

The Challenge saw the team cycle and hike their way from Launceston to Hobart, via Maria Island off the Tassie Coast, raising an incredible \$55,565 along the way thanks to the generous support of family, friends and Qube customers, suppliers and partners.

Qube has enjoyed a long association with the Cerebral Palsy Alliance, including through participation in September, the Krazy Kosci Klimb, and in our work with Packforce – a supported employment service that aims to empower people with a disability to be included and feel more independent while still receiving the support they need in the workplace.





CASE STUDY

Qube helps NSW soccer to thrive

In keeping with our purpose to help communities thrive, Qube is a proud supporter of the University of New South Wales Football Club (UNSW FC) as the principal sponsor of the Football NSW League 1 Women's teams.

Speaking about the importance of the partnership between Qube and UNSW FC, a representative said the following: "UNSW FC is thrilled to have ongoing support from Qube as principal sponsor of our 2023-24 Football NSW League 1 Women's teams. We are so proud to have Qube as a part of our team and to develop the women's game.

"Qube sponsorship assists in funding coaching pathways for women and creates opportunities for our regionally located girls to play elite football.

"Not only do they also assist player development and engagement, but they also critically contribute to the mental and physical health of our community by empowering women in football and sport more broadly."

We are proud to play a small role in helping the women's game to thrive.

"Qube sponsorship assists in funding coaching pathways for women and creates opportunities for our regionally located girls to play elite football."



CASE STUDY

Big Brothers Big Sisters helping young people thrive

Qube supports Big Brothers Big Sisters in Wellington, Aotearoa New Zealand, an organisation which aims to support whānau, families and communities to see young people thrive.

Qube Executive Grant Tregurtha has been a mentor for Big Brothers Big Sisters in Wellington as part of the Shaping Futures with Community-Based Mentoring program.

Dedicated to igniting potential, fostering mentorship, and supporting the growth of young individuals, the not-for-profit organisation has been making a profound impact on the lives of countless Kiwi youth.

Mentoring happens after school or on the weekend, involving an adult volunteer and a young person (aged between 6-12) spending one-to-one time together, initially for one hour a week for a minimum of 12 months.

"When I started mentoring Thomas, he was quiet," Grant said.

"Since then, I have seen his confidence grow as well as his thirst for knowledge. Certainly, a challenge also for me, but one that I am enjoying and hopefully making a difference to a young person who is making his way in the world."

As a national not-for-profit organisation, Big Brothers Big Sisters of New Zealand relies entirely on community grants, business sponsorship and donations to provide their quality mentor training.

In a world where meaningful connections and positive role models are crucial for the development of young minds, organisations like Big Brothers Big Sisters of New Zealand are a shining beacon of hope, one we're proud to support.



CASE STUDY

Healthy Heads in Trucks and Sheds

Qube is proud to be a founding member of Healthy Heads in Trucks and Sheds, a program aimed at improving mental health and well-being across the Australian road transport and logistics industry.

The Healthy Heads Road Show travels Australia, reaching people across our industry to help reduce stigma, raise awareness, and educate by connecting people and providing useful industry-tailored resources.

- It's free and loaded with good stuff
- Tips on mental health and wellbeing
- Industry-specific resources on looking after yourself or your team
- Free health screening
- Learn about the Healthy Heads App
- Connect, chat and learn
- Free coffee and healthy snacks

With Qube's support, Healthy Heads hosted 29 Road Show events in FY24 across New South Wales, South Australia, Victoria and Western Australia connecting with 2,722 people and involving 20 organisations. The R U OK? in Truck and Sheds Day in May 2024 also achieved a 190% increase in company champion participation.



# Appendix

## Summary of climate-related risks and opportunities

Scenario	Recommendations	Qube's response
GOVERNANCE		
Disclose the organisation's governance around climate-related risks and opportunities	Describe the Board's oversight of climate-related risks and opportunities	Refer to section on governance structure on pages 8-11
	Describe management's role in assessing and managing climate-related risks and opportunities	
STRATEGY		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's business, strategy, and financial planning where such information is material	Describe the climate-related risks and opportunities	Refer to section on Scenario analysis – process, findings, outputs on pages 45-47
	Describe the opportunities the organisation has identified over the short, medium and long term	Refer to our Physical Risks section on pages 48-49 and Transition Risks on pages 50-53
	Describe the impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning	Refer to section on Physical Risks (Table 48-49) and Transition Risks pages 50-53
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios including a 1.5°C or lower scenario	

Scenario	Recommendations	Qube's response
RISK MANAGEMENT		
Disclose how the organisation identifies, assesses and manages climate-related risks	Describe the organisation's process for identifying and assessing climate-related risks	Refer to our Risk Management section on pages 14-15
	Describe the organisation's process for managing climate-related risks	
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	
METRICS AND TARGETS		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Refer to our Climate Ambitions section on page 40 for our key material metrics, which include GHG emissions and energy consumption
	Disclose Scope 1 and 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions and related risks	Qube reports Scope 1 and 2 GHG emissions as per the National Greenhouse Gas Protocol (NGER) and fuel-related activities and travel-related GHG for Scope 3 (refer to Table on Page 42)
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Refer to our Climate Ambitions section on page 40 and Scope 1 & 2 Performance section on page 41



Table: Summary of climate-related risks and opportunities

	Hazard	Time Horizon	Impacts	Vulnerabilities
Physical risks	Wildfires	Short term (now)	The impacts are likely from reduced asset value due to damage, revenue decrease from delayed and increased expenditure due to rerouting or finding alternative modes of freight.	• Disruption to Rail operations
		Long term (after 2030)		• Asset damage in particular to forestry business
	Flooding	Long term (after 2030)	The impacts are likely from damaged assets, business disruptions and rerouting resulting in increased expenditure.	• Disruption to business operations due to prolonged accessibility issues
	Heat stress	Medium term (before 2030)	The increased temperature may result in direct risk to workers' health and productivity resulting in increased expenditure.	• Reduced grain volumes • Safety and well-being of employees, in particularly in the Pilbara region
	Sea level rise	Medium term (before 2030)	Sea level rise is expected under all scenarios resulting in increased risk of inundation, damages to assets, increased risk of temporary flooding and disruption to stevedoring services impacting revenue.	• Disruption to Port operations
		Long term (after 2030)		
	Drought	Long term (after 2030)	A long-term drought event or chronic reduction in precipitation could disrupt forestry growth and impact agriculture/grain business impacting revenue and increasing expenditure.	• Reduced grain volumes • Limited asset growth in forestry
	Tropical cyclones	Long term (after 2030)	Increased frequency and severity of tropical cyclones could damage Qube's Physical assets and /or disrupt operations. Disruption can force significant re-routing of trucks and rail freight resulting in increased costs.	• Disruption to business operations • Asset damage

Table: Summary of climate-related risks and opportunities

	Hazard	Time Horizon	Impacts	Vulnerabilities
Transitional Risks	Climate regulation	Short term (now)	In short term, increased Shareholder expectations, mandatory reporting.	• Revenue and compliance
		Medium term (before 2030)	In Medium term, cost of compliance, enforced fuel-efficiency standards, mismatch between increased demand for low-carbon technology and availability.	
		Long term (after 2030)	Long term, increased penalties for failure to decarbonise.	
	Carbon pricing	Medium term (before 2030)	whether enforced, through tariffs, or mandated reduction targets would increase the cost of operations. <b>Opportunity:</b> Leading in decarbonisation.	• Increased expenditure and reputation
	Cost of fuels	Short term (now) Medium term (before 2030)	Fuel price rises and/or volatility may lead to price increase. While these are generally a pass-through cost, it may result in decreased revenue. <b>Opportunity:</b> Adopting electric/alternative fuels and vehicles could help insulate Qube from fuel cost increases, provide a competitive advantage and therefore contribute to increased revenues.	• Revenue and reputation
	Import/Export	Medium term (before 2030)	Decrease in import/export volumes due to geopolitical or socioeconomic changes.	• Revenue
	Intermodal shift	Medium term (before 2030)	Lower than expected shift under failure to decarbonise scenario, therefore reducing the value of CAPEX rail infrastructure.	• Asset value and reputation
		Long term (after 2030)	<b>Opportunity:</b> Ahead of the market on adoption of model shift and seizing the market for low-carbon logistics.	
	Low-carbon electricity	Medium term (before 2030)	<b>Opportunity:</b> Insulating the business from price volatility though investing in on-site generation.	• Expenditure and reputation
		Long term (after 2030)	Availability of low carbon electricity at competitive prices.	
	Low-carbon vehicles	Short (now)	<b>Opportunity:</b> First mover advantage on transition to electric vehicles and insulating from high fossil fuel prices.	• Liquidity/ expenditure increase and reputation
		Medium term (before 2030)	Cost of infrastructure investment to support the transition.	
		Long term (after 2030)	Non-compliance due to inability of transition or lack of commercially available technology.  Stranded fossil fuel assets as market shifts away from fossil fuels.	



'Hard Hats and Lens Caps'

Photo Competition Winners 2023-24



Dampier – Chris



North Dynon Freight Terminal – Eric



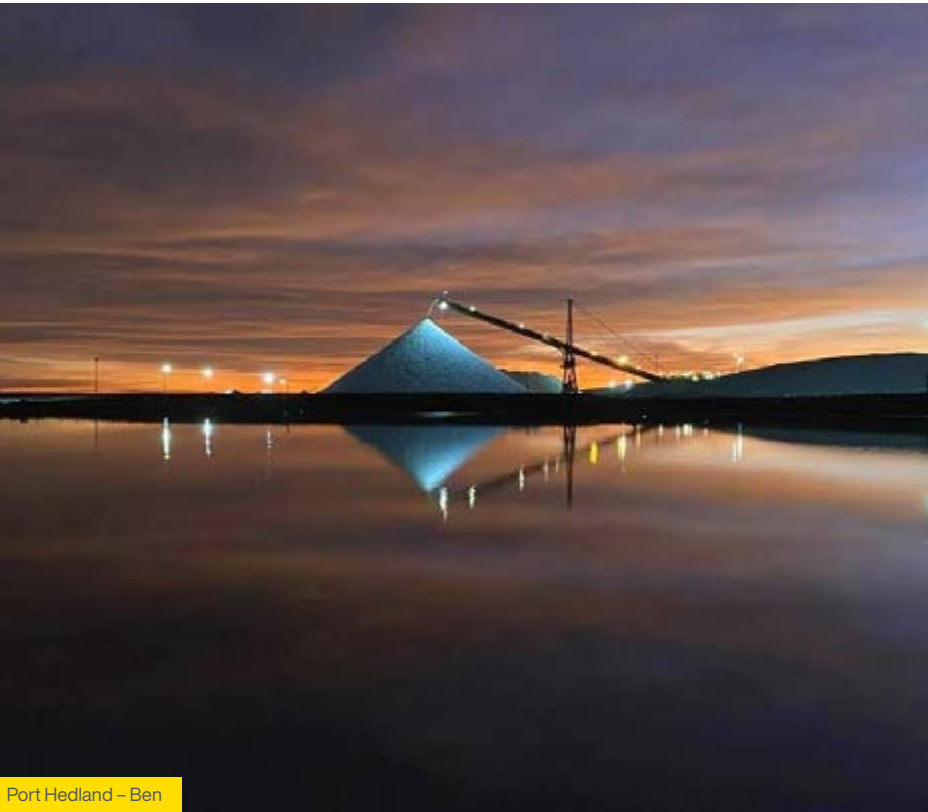
Mt Isa – Robert



Napier NZ – Kelly



Dubbo – Patrick



Port Hedland – Ben



Chawan Jetty – Robert



Port Kembla – Marc



Tauranga – Selena



Port Gisborne – Kayla



Chawan Nights – Charles



Surat Basin – Michael & David



Moorebank – Nathan



Lizard – Markl



Moovember – Grant



Dogs of Qube – Teagan



Moxy Carapateena – James



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