QUBE

Australia's leading provider of integrated import and export logistics

FY26 Sustainability Review





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

We also extend that respect to the Māori people of New Zealand – the tangata whenua of Aotearoa.

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Managing Director's message

I am pleased to present Qube's FY26 Sustainability Review and to highlight the significant contributions our teams across Australia, New Zealand and Southeast Asia make to the communities in which we live, work and operate.

This report is broken into five chapters – Safety, Wellbeing, Planet, Opportunity and Performance – which form the five pillars of Qube's plan to Thrive.

Safety is a critical area of focus for our business, and we work hard to foster and maintain a strong safety culture. Be Safe is our commitment to each other: we believe that no matter our role or the work that we do, it's up to all of us to Be Safe, all of the time. That means being fit and ready for the job. It means we're willing to speak up, including to call out hazards or to seek help when needed. And it means being there for each other and treating all with respect.

The strength of our safety culture and the commitment of our people to Be Safe is reflected in our safety performance during FY26. Qube recorded a 25% reduction in our total recordable injury frequency rate (TRIFR) for the year, compared with the prior year (from 6.71 to 5.03). At the same time, both our lost time injury frequency rate (LTIFR) and our critical injury frequency rate (CIFR) also remained below our target of 1.0 (at 0.76 and 0.41 respectively).

Alongside our commitment to safety, we also strive to build a respectful and high-performing workplace. By fostering an inclusive culture where people from all backgrounds feel valued and supported, we strengthen our ability to attract, retain and develop talent, drive innovation, and better reflect the communities in which we operate. Details of our work in this regard are included in the **Wellbeing** chapter of this report.

Increasing the representation of women in our business and our industry has been an enduring area of focus. As reported in our Wellbeing chapter, since 2020, we have achieved a 156% increase in female representation in management roles across Australia and a 98% increase in non-management roles since 2020.

The Qube Thrive Awards – The Qubies – were established in FY23 to recognise the outstanding contribution of Qube team members who embody our values of Integrity, Reliability and Inclusion and who champion the Qube culture. You can read more about the 2025 winners of these awards in the Wellbeing chapter of this report.

FY26 Highlights

↓ 25%

Total recordable injury frequency rate declined by 25% compared with FY25

21%

Female apprentices were up 12% on FY25

Over

1,000

Suppliers assessed for modern slavery risk

↑ 31%

Increase in Indigenous business spend

More than

$1.2m

Invested in sponsorships, partnerships and community-based initiatives

↓ 52%

Reduction in Australian Scope 1 emissions intensity against FY18 baseline (an additional 2.7% reduction against the FY18 baseline compared to FY25 performance)

[1] Australian Scope 1 tCO_2-e/$M revenue. Refer to the Planet chapter and Appendix 2 for further detail regarding GHG performance outcomes.

Managing Director's message (continued)

The **Planet** chapter of this report details some of the efforts we make to manage operational emissions across our fleet, facilities and infrastructure, improve emissions measurement and data integrity, assess operational resilience to physical climate impacts, as well as to support customers to reduce emissions across the supply chain. This chapter should be read alongside the climate-related financial disclosures prepared in accordance with AASB S2, contained in Qube's FY26 Sustainability Report.

A common thread throughout the report is our commitment to bringing an innovation mindset to the job to deliver positive outcomes for our customers, communities and the supply chains we manage. The **Opportunity** chapter of this report details examples of this work in action, including with respect to artificial intelligence deployment. This chapter also details some of the work we do to create opportunities in the communities in which we work, including through partnerships with organisations like Clontarf and NASCA and through our investment of more than $1.2 million in sponsorships, partnerships and community-based initiatives that help advance our diversity and inclusion objectives, support our people, or help make the communities in which we work even better.

Finally, the **Performance** chapter describes the strong governance that underpins these efforts and the efforts made to ensure compliance with ever evolving legal and regulatory standards, including with respect to modern slavery risk.

As I said, none of this would be possible without the significant contributions of our teams across our diverse operations. I would like to take this opportunity to thank them for their hard work, their commitment to Be Safe and for their determination to help Qube thrive.



Thank you

Paul Digney

Managing Director





About Qube

Qube is Australia's largest provider of integrated import and export logistics services.

Our diverse operations span Australia, New Zealand and Southeast Asia with a workforce of over 9,500 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% 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.

About this report

The FY26 Sustainability Review provides a summary of Qube's sustainability strategy and performance on material sustainability issues.

This report should be read in conjunction with Qube's Sustainability Report, prepared for the 12-month period from 1 July 2025 to 30 June 2026, and other announcements lodged with the Australian Securities Exchange during the reporting period to gain a full overview of Qube's business. Our Sustainability Review and disclosures are prepared based on Qube's material topics, our Plan to Thrive corporate strategy and in reference to the Global Reporting Initiative (GRI). This Sustainability Review should be read alongside Qube's FY26 Sustainability Report, which contains Qube's climate-related disclosures prepared in accordance with AASB Sustainability Reporting S2 *Climate-related Disclosures* as issued by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001.*

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 exclude 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.

Our value chain

Qube delivers sustainable value to help our customers, investors and communities to thrive

Our priorities

Safety | Wellbeing | Performance | Planet | Opportunity

Value chain

Inputs

- Group expertise
- Financial capacity
- Strategic assets
- Environmental focus
- Network
- Robust business
- People
- Operational experience
- Community
- Relationships
- Customer service
- Governance

Key markets

- Containers import/export
- Automotive and general stevedoring
- Project cargo
- Resources
- Energy
- Agriculture
- Forestry

Value drivers



Our services and infrastructure

Logistics and Infrastructure

End-to-end import/export services for containerised cargo, including transport, warehousing and freight forwarding.

- Strategic network linking ports to metro and regional areas.
- Key assets:
  - AAT automotive and break-bulk terminals.
  - Grain terminals and storage and handling infrastructure in NSW.
  - IMEX and metro rail terminals.

Ports and Bulk

- Non-containerised freight logistics across 100+ port and 40+ bulk sites in Australia, NZ and Southeast Asia.
- **Qube Ports:** Custom solutions for bulk, container, automotive and general cargo, including forestry and energy.
- **Qube Bulk:** Full-service bulk handling – transport, stockpiling, mine resupply, and ship loading – specialising in large-scale exports.

Patrick Terminals

- Qube holds a 50% stake in Patrick, a leading Australian container stevedore.
- Operates in Melbourne, Sydney, Brisbane and Fremantle, covering 4km of quay line with 25 cranes and 130 straddles, including two automated terminals.
- Holds long-term lease concessions.

Outcomes

- A key enabler of national, state and regional economies.
- #1 or #2 in all key markets.
- 50+ key services provided.
- Almost 10,000 employees working in over 200 locations across Australia, New Zealand and Southeast Asia.
- 60+ logistics and infrastructure locations.
- 100+ port locations.
- 40+ bulk locations.
- >1,000 ha operational area.
- 2,500+ customers.
- More than $1.2 million invested annually in community-based partnerships and sponsorships.
- 467 $KtCO_2$-e operational Scope 1 and 2 emissions.

Material topics

In FY26, we continued to embed the outcomes of our FY25 materiality review, undertaken with the support of external specialists. This reflects our commitment to continually evolve our understanding of, and approach to, materiality.

The review considered global and industry pressures with the potential to influence and impact our business, and simplified our environment, safety and governance (ESG) pillars to improve clarity, consistency and relevance.

As a result of that work, our material topics are grouped into five pillars aligned to our Plan to Thrive – Safety, Wellbeing, Performance, Planet and Opportunity.

Descriptions of these material topics are set out below, and our disclosures in this report are structured in line with these pillars.

Material topic	Topic name	Description	SDG alignment
Safety	Health and safety	Qube prioritises its people's physical and mental safety every day. A strong safety culture is a key driver of our success, and safety leadership is something for which we all take responsibility.	
Wellbeing	Employee experience, development and inclusion	Qube is committed to fostering an engaging, inclusive and diverse workplace, where psychological wellbeing is just as important as the physical. This is reflected in the way we develop our people and in our recruitment and retention activities.	
Performance	ESG governance, regulation and reporting	Qube has governance processes designed to integrate ESG in our decision-making processes from Board to employees. This facilitates the provision of transparent, evidence-based and compliant non-financial reporting. A focus on process, policy and systems enables effective responses to changing regulation.	
Planet	Decarbonisation	Qube manages GHG emissions in the short- and medium-term through electrification, asset transition, improved data governance, trials of low/zero emission technology, alternative fuels and planning for the transition.	
	Climate risk and resilience	As the impacts of climate change continue to be felt by employees, suppliers and customers, Qube must ensure it is proactively assessing climate risks and opportunities, has a transition plan in development and effectively communicates this work externally.	
Opportunity	Supply chain resilience	Qube builds resilience into its supply chain by aligning suppliers with its ESG focus, including a focus on human rights and ensuring continuous and uninterrupted service. This also includes leveraging Qube's unique supply network to build market-leading and resilient logistics solutions.	 
	Responsible innovation and technology use	Qube has an innovation mindset and uses technology to enhance performance across its ESG and business strategy. It is committed to the responsible use of technology across its operations, managing cybersecurity, privacy and data integrity.	
	Community and stakeholder relationships	Qube is committed to helping customers, people, industries and the communities in which they work to thrive. Qube focuses its community and stakeholder engagement on its values and business priorities.	 

Safety

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

Creating a culture where everyone goes home safe

In 2024, we began transforming our approach to safety, with a vision to build a lasting safety movement and a safety culture that grows stronger through every conversation, every action and every decision.

In 2025, we positioned Be Safe at the heart of our health and safety approach. More than a campaign, Be Safe is a simple yet powerful call to action that reflects how we work, how we make decisions and how we look out for one another.

Today, Be Safe is being embedded across every part of our business, helping to strengthen a culture where safety is a shared responsibility and a core part of everyday operations.

Building a strong safety culture takes time, but we have made a significant start, and the results speak for themselves. Together, we are creating a future where Be Safe is not just something we say, but something we live every day.

Table 1: Safety performance FY26

KPIs Metric	Description	Target	Performance	Result
Leading indicators				
CRC leadership reviews	complete actual v planned	>95%	100%	●
Be Safe leadership walk/talk	complete actual v planned	>95%	100%	●
Be Safe engagements	internal safety insights – baseline score setting of engagement with feedback	>90%	99%	●
Critical risk verifications	complete actual v planned	>95%	100%	●
Critical risk verifications	worker involvement	>90%	100%	●
Incident closure rate	of incidents closed within 30 days	>95%	97%	●
Corrective action closure rate	of corrective actions closed within due date	>95%	97.5%	●
Lagging indicators				
LTIFR (12-month rolling)	number of lost time injuries per labour hours	<1.0	0.76	●
TRIFR (12-month rolling)	number of recordable injuries per labour hours	<7.35	5.03	●
CIFR (12-month rolling)	number of A4/P4+ incidents per labour hours	<1.0	0.41	●

Key: Met or exceeded key performance indicator (KPI) ●

Delivering safer workplaces every day

Total recordable injury frequency rate

In FY26, our teams delivered a strong safety performance. Our total recordable injury frequency rate (TRIFR) declined by 25% compared with FY25 (from 6.71 to 5.03), demonstrating more effective risk controls and improved injury management outcomes.

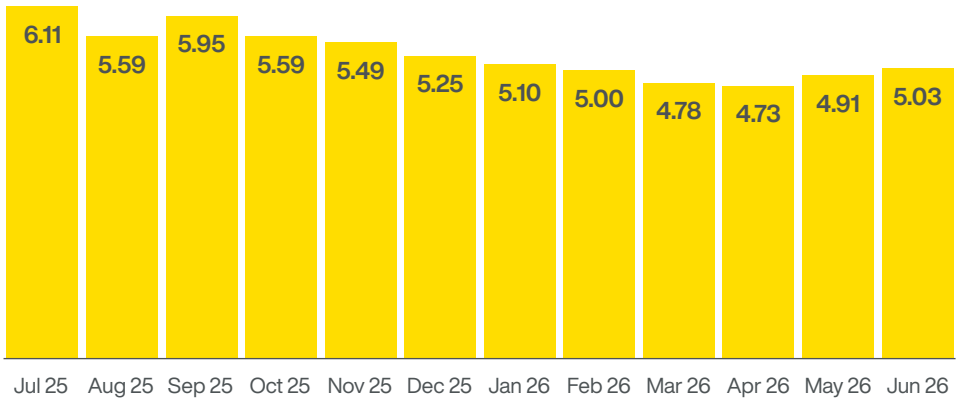


Figure 1: FY26 total recordable injury frequency rate

Lost time injury frequency rate

After declining significantly in FY25, our lost time injury frequency rate (LTIFR), which reflects lost time injuries occurring in the workplace per one million hours worked, increased in FY26 to 0.76 at 30 June 2026. While this will be an area of focus in FY27, it remains below our target of 1.0.

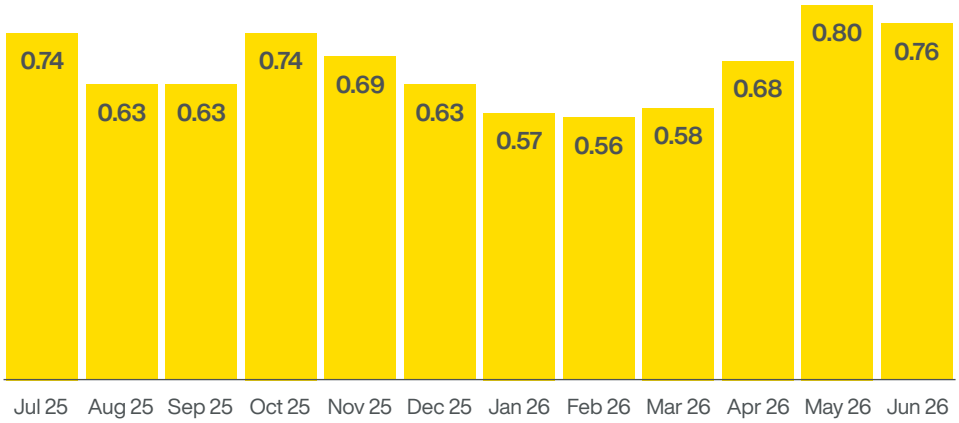


Figure 2: FY26 lost time injury frequency rate

Critical injury frequency rate

Critical injury frequency rate (CIFR) decreased during the period from 0.64 in FY25 to 0.41. We continue to actively identify critical risks, assuring critical control effectiveness and strengthening frontline awareness. Recordable events that do occur continue to be driven by mobile plant, transport activities and third-party interactions.

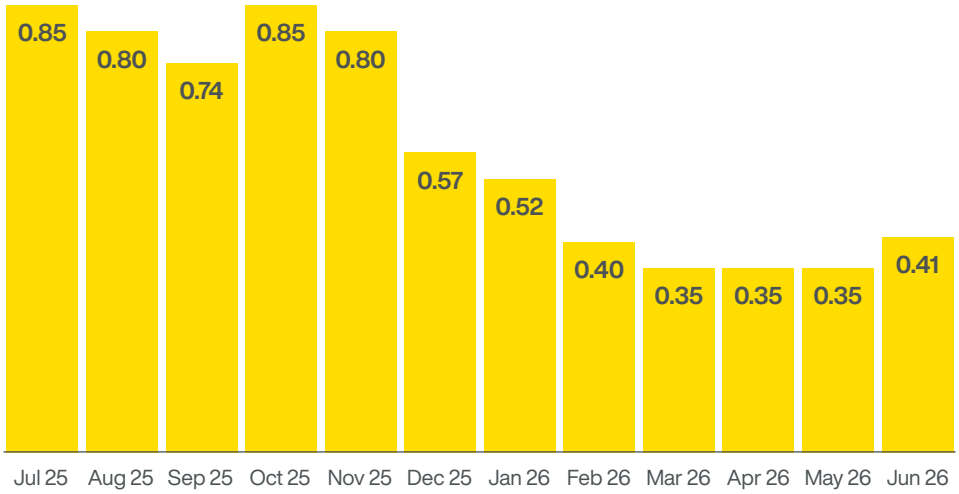


Figure 3: FY26 critical injury frequency rate

New undertaking to deliver benefits for Tasmanian workers, industry and the community

Following an alleged contravention of the workplace health and safety law in Tasmania, which tragically saw a worker sustain serious and life-changing injuries, Qube entered into a WHS Undertaking with WorkSafe Tasmania.

The Undertaking commits Qube to several transformational initiatives that are designed to deliver widespread benefits.

These include:

- the implementation of AI-enabled pedestrian detection and proximity warning systems on forklifts and loaders at four Qube sites in Tasmania to improve hazard awareness and reduce risks associated with interactions between pedestrians and mobile plant
- the implementation of an AI-enabled wearable device program to provide analysis of manual handling tasks at select Qube sites in Tasmania. This will assist in improving practices by gathering real-time feedback and evidence-based insights
- the delivery of six industry presentations to share with the logistics and infrastructure industries lessons learnt from implementing the above technologies
- partnering with TasTAFE to deliver an accredited WHS training course for managers and supervisors in the Tasmanian logistics and infrastructure industries to strengthen safety leadership
- provision of a virtual reality (VR) training solution to TasTAFE. This solution will include providing and funding VR headsets and safety training modules to support the safety awareness of the next generation of Tasmanian workers
- development and delivery of a mental health awareness campaign in partnership with Lifeline Tasmania to promote access to its counselling service for the construction and allied trades sector. This will contribute to the increased take-up of much-needed free and confidential counselling services, providing support to vulnerable workers including apprentices.

These initiatives were agreed through extensive consultation with WorkSafe Tasmania and within our business and we will work closely with WorkSafe Tasmania in the delivery of the Undertaking.

Importantly, the implementation of these measures in Tasmania will also provide an opportunity for us to consider where else they could be deployed across our operations throughout Australia, New Zealand and Southeast Asia. This is consistent with Qube's long- standing practice of harnessing new technologies and adopting solutions that make our workplaces safer.

Building stronger safety outcomes

Our annual Stop for Safety event saw teams across the country pause work to reflect on our shared Be Safe commitment and what safety leadership looks like at both divisional and operational levels.

We also expanded the Be Safe Leadership program with tailored sessions delivered nationally, strengthening safety leadership capability across our operations. This program will continue to evolve in FY27, with a greater focus on frontline workers and alignment with key SHS priorities and critical risks.

In parallel, we developed the Qube Psychosocial Hazard Risk Management Standard and Prevention Plan, informed by a Group-wide risk assessment to identify organisational psychosocial risks and controls. The framework sets clear minimum standards across all Australian operations, while allowing divisions to tailor prevention plans to their specific sites or working groups, ensuring a more targeted and practical approach. It also outlines additional prevention opportunities that can be adopted where relevant.
The Plan was shared with all employees for review, with feedback incorporated to ensure it remains practical, relevant and effective.

FY26 saw further enhancements to our Critical Risk Standards and Control Verification, strengthening how high-consequence risks are managed across operations. Updates introduced clearer standards, stronger controls and more robust verification aligned to our safety management systems, alongside improved checklists, refined effectiveness criteria and better system integration to drive consistency and accountability. The focus has shifted from compliance to verifying the effectiveness of controls in real-world conditions, supported by observation, worker engagement and evidence-based assurance. This approach reinforces safety leadership through active participation in site verifications, stronger alignment of risk documentation and a continued focus on quality outcomes and continuous improvement.



CASE STUDY

Tackling falls from cabs: insights and action

The Qube Logistics team has embarked on a research exercise to investigate injury prevention strategies for one of the common risks in our machine driving workforce – drivers falling or slipping from the cabs of their vehicles ('falls from cabs').

Falls from cabs have been identified as a recurring incident type, with over ten falls per year recorded across the Logistics and Infrastructure Division, that sometimes result in significant injuries.

Looking at operational data from across the Logistics and Infrastructure Division since 2015, using Six Sigma Methodology, the project team's goal was to identify the root causes of falls from cabs at Qube, and to identify long-term sustainable controls to reduce the risk of future incidents.

The analysis revealed some important patterns:

- Employees aged over 55 and those with less than one year of tenure are overrepresented in falls from cabs incidents.
- While most drivers attempt to maintain three points of contact, the technique is often incorrect.
- Around half of drivers were carrying items while entering or exiting their vehicles.
- Drivers frequently relied on the seat as a support point rather than designated handholds.
- Hand positioning was commonly incorrect, with palms facing down (pronated) instead of up (supinated), reducing grip stability.

In response to these findings, the Logistics and Infrastructure Division introduced practical controls.

As part of the 2025 Stop for Safety campaign, Qube backpacks were issued to drivers to help ensure hands are kept free when accessing cabs. This initiative directly addresses one of the key contributing factors identified in the research – drivers carrying items instead of maintaining secure contact points.

The project team plans to widen their scope across the group to include data from all divisions, and to share their findings to reduce the incidence of falls from cabs. The goal is to reduce the incidence of falls from cabs at scale and strengthen safety outcomes for all employees.



CASE STUDY

Better together: Be Safe leadership in action

When Be Safe Leadership training was delivered on site in Fremantle, it did more than reinforce safety behaviours – it helped bring the team together.

For Adam Brough, General Manager, Logistics & Port Terminal Operations WA, the session provided a valuable opportunity to connect with his team and better understand the leaders he works alongside every day.

Sitting in the newly created role, working across two divisions, the training was beneficial on several levels.

'Being new, it gave me the chance to get to know the team and the key leaders in the business – but just as importantly, it allowed me to see how they interact with each other,' Adam said.

Through the training, Adam observed a noticeable shift in team dynamics. While there hadn't previously been a strong level of connection or engagement across the group, the session created space for people to build those relationships.

'That was one of the most positive outcomes,' he said. 'The feedback from the team was that it was really valuable to get to know each other better and start working more closely together.'

The experience also provided a clear snapshot of where the team is currently at – and where there's an opportunity to improve.

'It gave me a bit of a status update,' Adam explained. 'One of the key takeaways was the need to break down silos and keep improving communication across the board.'

'By day two, I could see they got a lot out of the training. They've picked up those tools and are using them, thinking about how they're communicating more intentionally.'

The approach aligns with Adam's approach to safety leadership – being authentic, engaged and able to listen.

'There have been instances in my career where you can tell someone's not invested in it,' Adam says.

'Human nature is we'll quickly see through that if you're not.'

'So the Be Safe Leadership Training was a great opportunity to empower the team, let them do great things, while ensuring we hold each other to account.'



General Manager, Logistics & Port Terminal Operations WA, Adam Brough



CASE STUDY

Real-time data driving safer fleet operations

FleetSense represents a step change in how Qube manages fleet safety and operational risk. The platform uses real-time vehicle data to deliver clear, actionable insights across fleet operations, helping teams identify issues earlier and respond more effectively.

By bringing multiple data sources into a single view, FleetSense provides a more complete understanding of how vehicles, drivers and environments interact.

The platform is designed to highlight risk in a practical, usable way. It identifies high-risk locations through geographic clustering of ESP alerts, detects dangerous driving behaviours using recognised ISO standards and vehicle-specific thresholds, and maps speed violations through heatmap analysis. It also integrates road network data to monitor speed compliance and uses accelerometer data to assess road surface conditions, supporting both safety and maintenance planning.

These capabilities translate into tangible operational benefits. Teams can take a more proactive approach to safety by identifying patterns before incidents occur, while targeted interventions help improve driver performance.

Early visibility of road and asset issues supports planned maintenance, reducing costs and disruptions. At the same time, improved data insights enable more efficient use of fleet assets and strengthen compliance with safety and regulatory requirements.

FleetSense is built on secure, enterprise-grade cloud infrastructure, with strong data protection and API security embedded throughout. Its intuitive dashboards provide easy access to real-time metrics and historical trends, supporting both day-to-day decisions and long-term planning. By turning raw vehicle data into meaningful safety intelligence, FleetSense helps Qube deliver safer, more efficient and more informed fleet operations.

Wellbeing

Qube is committed to fostering an inclusive and engaging workplace that prioritises the wellbeing of our people. We aim to create an environment where employees feel supported, valued and able to thrive, with access to opportunities that promote both personal and professional growth. By embedding diversity and inclusion at all levels, we support a positive employee experience and strengthen overall wellbeing.

Our people

Table 2: Employee headcount at 30 June 2026	Female	Male	Other	Total
Total headcount	1,429	8,083	49	9,561
Permanent full-time	1,023	5,930	5	6,958
Permanent part-time	69	77	0	146
Fixed term agreement	59	96	0	155
Casual	278	1,980	44	2,302

Employees on casual or fixed term agreements FY26

337 14%

2,076 84%

44 2%

New Hires FY26

403 12%

2,884 87%

21 1%

Turnover 37%

Total Cadets FY26

11 46%

13 54%

New Cadets FY26

3 43%

4 57%

Total Apprentices FY26

16 21%

61 79%

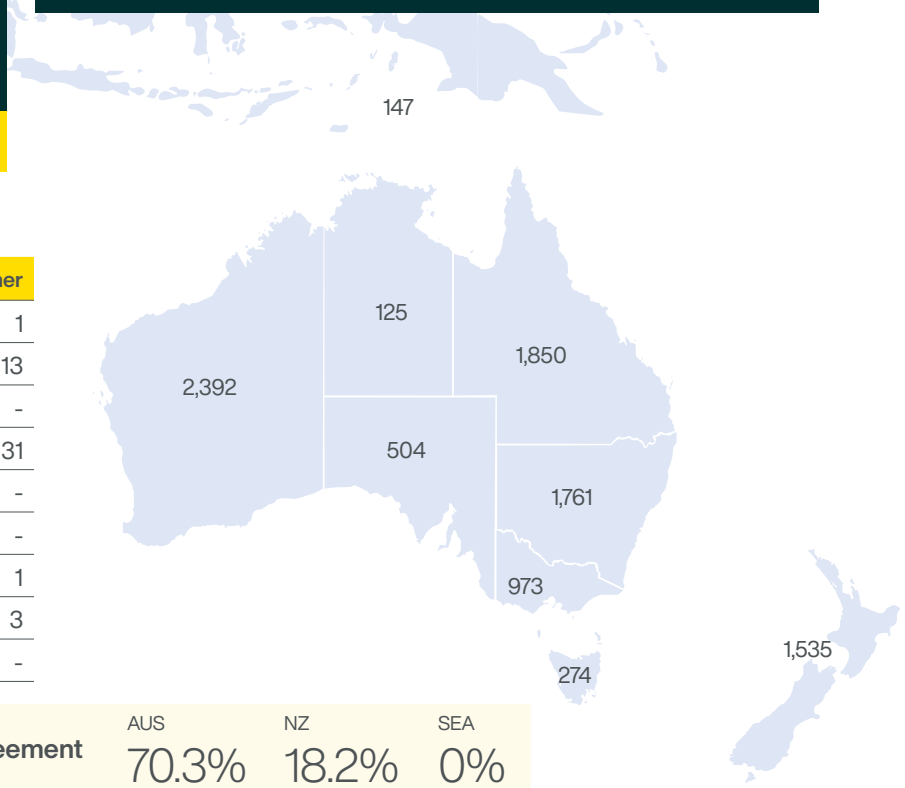


Table 3: Employees by location

Location	Female	Male	Other
Vic	122	850	1
NSW	266	1,482	13
NT	17	108	-
QLD	232	1,587	31
SA	58	446	-
Tas	16	258	-
WA	312	2,079	1
NZ	360	1,172	3
SEA	51	96	-

Employees employed under industrial agreement

AUS	NZ	SEA
70.3%	18.2%	0%

Building an inclusive workplace for all

Qube is committed to building a safe, respectful and high-performing workplace. By fostering an inclusive culture where people from all backgrounds feel valued and supported, we strengthen our ability to attract, retain and develop talent, drive innovation and better reflect the communities in which we operate. This approach ensures fair access to opportunities, supports employee wellbeing and engagement, and contributes to sustainable business performance.

Flexibility

We recognise that our people have diverse work, life and family responsibilities, and that flexibility plays an important role in supporting their wellbeing and sustained performance. Where operationally feasible, we work in partnership with our people to implement flexible and efficient work arrangements that balance individual needs with business and operational requirements.

Our approach is grounded in creating an inclusive and supportive working environment, enabling our people to manage their commitments while contributing effectively to Qube's success. Our flexible work initiatives are designed to promote work/life balance, enhance engagement and support the attraction and retention of a diverse workforce.

These initiatives include:

- flexible start and finish times
- compressed working weeks
- time in lieu
- hybrid working
- remote working
- reduced hours and part-time work,
- flexible schedules, rostering or switching of shifts for non-management employees.

Recruitment

Qube's recruitment practices are designed to uphold and promote internationally recognised human rights principles, including fairness, equality and non-discrimination in employment. Our recruitment activities aim to reach a diverse talent pool, supporting equal access to opportunities and attracting high-quality candidates from a broad range of backgrounds.

At an operational level, Qube is committed to ensuring that all individuals are treated with dignity and respect throughout the recruitment and selection process. We actively encourage applications from people of all backgrounds and support equitable access to both employment and internal promotion opportunities.

All employees and external agencies involved in recruitment and selection are trained in their responsibilities as an equal employment opportunity (EEO) employer, reinforcing our commitment to human rights and inclusive practices. In addition, Qube provides unconscious bias training for recruitment decision-makers to help mitigate potential barriers to fair and equitable outcomes.

Recruitment across all Qube entities is managed through the PageUp platform, which provides a centralised system for the entire recruitment lifecycle. This approach strengthens governance and supports compliance with human rights, legal and regulatory obligations, ensuring transparency and consistency from advertising through to engagement.



Paid parental leave

Qube's industry-leading parental leave approach provides a consistent framework of financial support, flexibility and job security, while aligning with local legislative requirements. Eligible employees can access government-funded paid parental leave, complemented by Qube-funded benefits, including paid leave for primary caregivers in Australia and additional incentives in New Zealand. These include superannuation contributions (Australia), annual leave accrual protections and top-up payments (New Zealand), ensuring employees are not financially disadvantaged while taking time away from work.

Beyond financial support, Qube's parental leave policies are designed to support a positive employee experience before, during and after leave. Employees benefit from flexible leave options, the ability to stay connected through paid keeping-in-touch days, and job protection with a guaranteed return to work. Additional return-to-work incentives, such as bonus payments, extra leave entitlements and partner leave support, further encourage a smooth transition back to work. Together, these benefits enable our people to balance work and family responsibilities while maintaining career continuity and wellbeing.

Table 4: Parental leave FY26

	Female	Male	Total
Total number of employees who took parental leave in FY26 by gender*	80	66	146
Total number of employees returning to work after parental leave	54	58	112

*includes NZ partner leave provision

Domestic and family violence leave

Eligible Qube employees have access to ten days paid, in addition to unpaid, domestic and family violence and other leave types. In addition, our people have access to additional support, including unlimited confidential external counselling and information on support services available through our EAP provider, Sonder.

Contact officers within Qube, who may be required to conduct workplace investigations, are also trained in trauma-informed investigations support.

Remuneration

We want to reward and recognise employees for their contributions to the ongoing success and profitability of our business. As such, we deliver a range of remuneration arrangements that provide employees with competitive pay and benefits in accordance with role, employment status, type and hours of work.

Over 70% of our Australian workforce and 18% of our New Zealand workforce is employed under an industrial instrument such as Enterprise or Collective Agreements or Awards. For the remainder of our permanent workforce, we undertake an annual salary review considering the performance of individual contribution, team and business unit and how it contributes to the overall success and profitability of the company.



Photo by Brock Armstrong

Empowering women across our workforce

Qube is committed to increasing female participation across our workforce by creating inclusive pathways, removing barriers to entry and progression, and supporting women at all stages of their careers. We have set a target to achieve 20% female representation by 2030, reflecting our focus on building a more balanced and representative workforce. Today, women make up almost 15% of our workforce, with strong progress demonstrated through a 156% increase in female representation in management roles across Australia and a 98% increase in non-management roles since 2020.

Through targeted attraction strategies, development programs and inclusive leadership practices, we are continuing to strengthen our pipeline of female talent across operational and leadership roles. Our focus on flexibility, career development and accountability supports improved retention and advancement outcomes, ensuring Qube remains a workplace where women can thrive, contribute and build long-term careers.

Table 5: Female participation at 30 June 2026

Location	Female	Male	Other	Total	Female %
Southeast Asia	51	96	-	147	34.7
New Zealand	360	1,172	3	1,535	23.4
Australia	1,018	6,815	46	7,879	12.9
Total	1,429	8,083	49	9,561	14.9



Investing in the next generation of talent

An ageing workforce is a challenge for the logistics sector, with fewer young people entering the industry. Qube is proactively addressing this issue by removing barriers and providing pathways for recent school leavers and university graduates to enter the industry and prepare them with the skills and experience needed to thrive in future roles at Qube.

Cadetships

Our Cadet Program is a structured two-year development pathway designed to equip participants with the knowledge and skills needed to succeed in their roles, while gaining valuable exposure across the Qube business and real-world industry experience.

Throughout the program, cadets may rotate through different areas of the business or remain within a single function to build specialist expertise. This approach allows them to explore different career pathways before choosing a direction that aligns with their strengths, business needs and available opportunities at Qube.

In FY26, 15 cadets graduated into full-time roles across human resources, communications, operations, information technology and finance, demonstrating the program's success in developing future talent and building capability across the business. We also welcomed seven new cadets to the program, with women representing 43% of the cohort, reflecting our ongoing commitment to fostering a diverse and capable talent pipeline.

Apprenticeship and traineeships

Our apprenticeships and traineeships provide training, accreditation, mentoring and support. With a range of different opportunities available, some can be commenced as school-based apprenticeships and traineeships, which combine vocational training with secondary school education, allowing students to gain practical experience and a nationally recognised qualification while still in high school. In FY26 Qube employed 61 apprentices and trainees.

FY26 highlights

14.9%
Female participation in workforce FY26 (target 20% by 2030)

↑ 156%
Increase in female managers in Australia since 2020

34%
Female participation across our international operations in FY26 (+10% on FY25)

21%
Of apprentices in FY26 were female (+12% on FY25)



Communicating with purpose

Launched in July 2023 and chaired by the Corporate Communications Manager, Qube's Culture Reference Group (CRG) plays a key role in bringing Qube's values of Integrity, Reliability and Inclusion to life. The group does this by helping share real-life stories that demonstrate what these values look like in action across the business.

The CRG is made up of volunteers from across the Qube Group, representing a diverse mix of roles, locations and business areas. Together, they support the Corporate Affairs team by providing input into a calendar of events and initiatives, offering insights into what matters most at site level, helping to promote opportunities throughout the year, and ensuring communications are authentic and resonate with employees.

The Group also plays an important role in shaping future priorities. At the end of each year, members come together to identify where the business should focus its efforts in the year ahead.

In FY26, the CRG is supporting and championing a range of key events and initiatives, including:

- International Women's Day
- Harmony Day
- Anzac Day
- Australia's Biggest Morning Tea
- National Reconciliation Week
- NAIDOC Week
- Wear it Purple Day
- Māori Language Week
- Mental Health Awareness Week
- Movember
- The Thrive Awards (The Qubies)



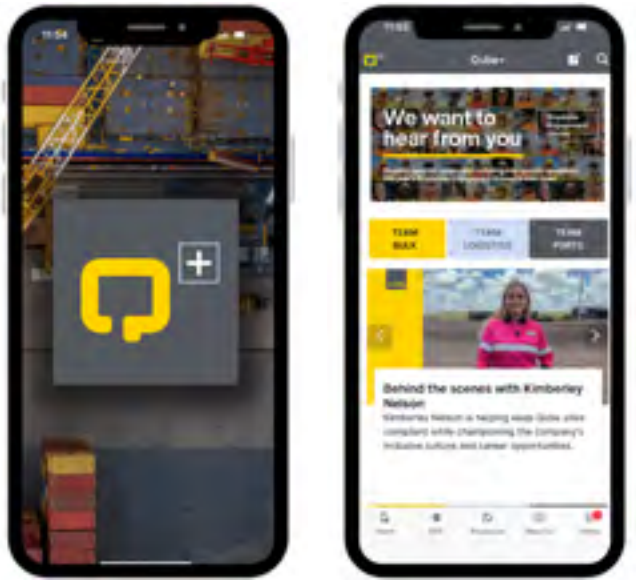


Qube+ leading frontline communications

Demonstrating our commitment to helping all thrive, our Qube team was recently awarded the 2026 Staffbase Voices Award, in the category of Excellence in Frontline EX.

Focusing on actively listening to our people while they genuinely tell their stories, our employee-led Qube+ app has gone from strength to strength since its launch in 2020. Evolving from a communications channel to a dedicated collaborative space for our teams, the Qube+ app bridges the gap between our frontline and corporate workforce – allowing all to have a voice.

Judges said the Qube+ app stood out as a great example of connecting the corporate tools and purpose with those who need them. The dedicated graphics and tailored user experiences for your key business segments of Ports, Bulk and Logistics stood out amongst other entries to give you a clear win.



Training and development

At Qube, training and development support a capable, confident and future-ready workforce, with a strong focus on safety, compliance and skills development. Through practical, role-relevant learning and continuous development opportunities, we equip our people with the knowledge and confidence to work safely, meet regulatory requirements and deliver strong performance, supporting both individual growth and business success.

Table 6: Assigned learning FY26*

	Operations			Administration			Contractors and subcontractors		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total course completion									
Admin	24,001	2,507	26,508	1,963	2,302	4,265	11,014	805	11,819
Safety	22,383	1,960	24,343	301	239	540	2,003	174	2,177
Vocational	24,846	1,755	26,601	63	20	83	1,460	96	1,556
Total training hours	22,021	3910	25,931	675	677	1,352	3,745	229	3,974
Total participants	7,157	1812	8,969	615	541	1,156	10, 059	719	10,778
Average training hours	3.04	2.15	3.17	1.05	1.15	1.10	0.22	0.19	0.21

*excludes in-person training and site inductions

Assigned learning



12,354
Total course participants
(excludes site inductions)



48,377
Total site inductions



31,257
Total training hours

Self-directed learning



230
Course completions

367
Hours of training completed

Thrive Awards

The 2025 Thrive Awards marked our third annual celebration and were our biggest event to date.

Recognising people across the business who consistently live and demonstrate our values of Integrity, Reliability and Inclusion, the Thrive Awards (the Qubies) are Qube's flagship employee recognition program. Widely regarded as our night of nights, the event provides an important opportunity to acknowledge and showcase the outstanding contributions made by our teams.

In FY26, 29 finalists were chosen from more than 300 exceptional Qube employees nominated for awards, representing locations across Australia, Southeast Asia and Aotearoa New Zealand.


Maggie and Tony

Thrive Integrity Award

New Zealand National Equipment Manager, Maggie De Beer, and SA Operations Manager, Tony Petras, were joint winners of the 2025 Thrive Integrity Award – Maggie, for bringing an exceptional work ethic, fresh ideas and a positive attitude, and Tony for consistently going above and beyond to support both staff and customers with a can-do attitude and problem-solving mindset.


Beau

Thrive Reliability Award

Port Hedland-based Maintenance Fitter, Beau Falvo, took home the 2025 Thrive Reliability Award for his reliability, proactive maintenance and problem-solving abilities, which are essential to the smooth operation of Utah Point's mobile division.


Dara

Thrive Inclusion Award

SA State Warehouse Manager, Dara Peter Yim, was the 2025 winner of the Thrive Inclusion Award. His dedication and alignment with Qube's values make him a reliable and respected leader.


Andrew

Safety Leadership Award

Christchurch-based Southern Operations Manager, Andrew Coldicutt, took home the 2025 Safety Leadership Award for making a difference to safety culture at Qube and leading the way with improved processes and innovations.


Victoria Team

The Innovation Award

The 2025 Innovation Award was awarded to the Qube Logistics and Infrastructure Victoria Team for delivering an artificial-intelligence-enabled safety solution that enables proactive identification and prevention of hazards, near-misses and incidents.



Rebecca

The John Allen 'JA' Memorial Scholarship

Focused on identifying and developing outstanding emerging leaders, the John Allen Memorial Scholarship supports Qube's future leaders to thrive. In 2025, Rebecca Stevens, Darwin Onshore Supply Base Operations Manager, was named the John Allen Scholar.


Javier and Robert

Qube Culture Award: Know Your Whānau

There were two recipients of the Qube Culture Award: Know Your Whānau. Darwin-based Leading Hand Javier Ulate was recognised for his compassionate and inclusive leadership, while Sydney-based Robert Fairbrother, Senior Systems Engineer, was acknowledged for his reliability, mentorship and consistent commitment to going above and beyond.

Performance: ESG governance, regulation and reporting

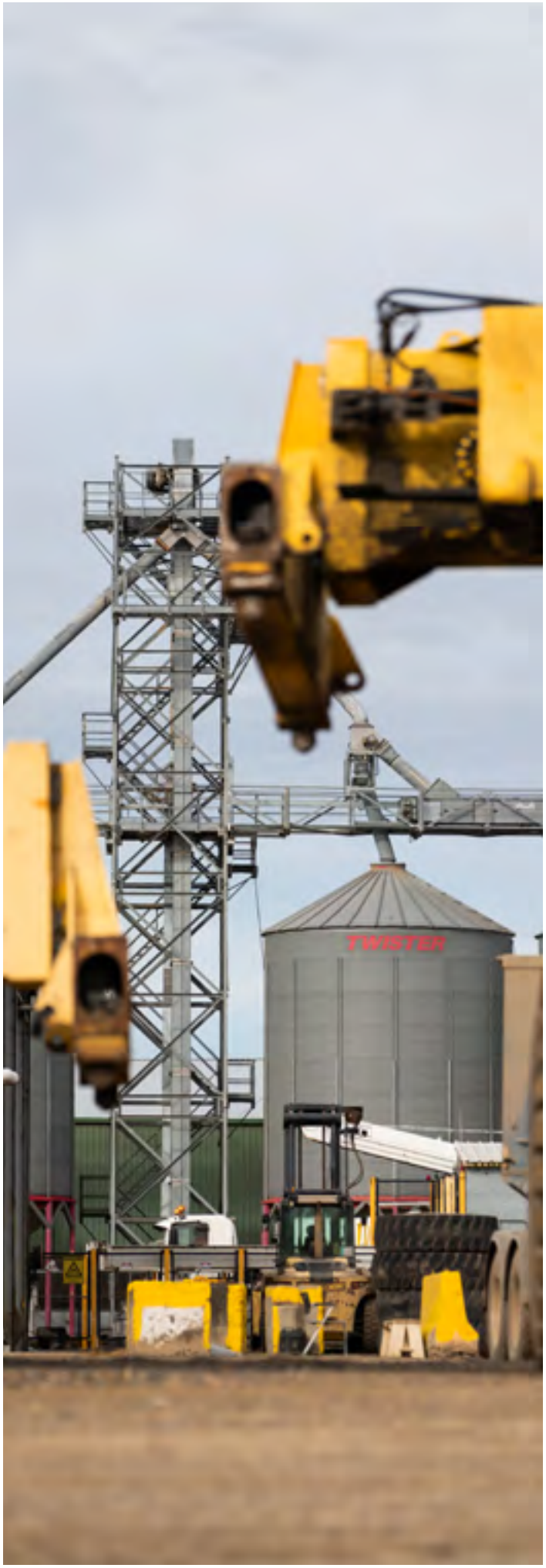
Ensuring ESG is embedded in our decision-making processes ensures Qube is providing transparent, evidence-based and compliant non-financial reporting. A focus on process, policy and systems enables effective response to changing regulation.

Macquarie Asset Management acquisition

On 16 February 2026, Qube announced it had entered into a Scheme Implementation Deed with Rubik Australia Pty Ltd under which Rubik proposed to acquire 100% of the shares in Qube at a price of $5.20 cash per share, less the cash amount of any dividends paid after the date of the Scheme Implementation Deed (which is the Scheme Consideration).

Entry into the Scheme Implementation Deed followed Qube and Macquarie Asset Management entering into an earlier Process Deed in relation to a conditional, non-binding and indicative proposal from MAM to acquire 100% of the shares in Qube for a cash price of $5.20 per Qube Share as announced on 24 November 2025 (less any dividends declared after that date). This Proposal followed an earlier unsolicited, non-binding and indicative offer from MAM at a lower value and a period of negotiation.

Following satisfaction of the conditions precedent, including regulatory approvals, the Supreme Court of New South Wales approved the proposed scheme and it became legally effective on 7 July 2026. Implementation of the Scheme completed on 14 August 2026.



Governance

In FY26, our Board of Directors (the Board) had visibility and oversight of sustainability risks and opportunities. The Board had ultimate responsibility for setting and overseeing Qube's strategy, business plans, annual budgets and risk management approach.

Table 7: Board committee oversight

Safety, Health & Sustainability Committee (SHSC)	The SHSC met four times in FY26 to assist the Board in fulfilling its strategy, policy, monitoring and corporate governance responsibilities in relation to safety, health, environmental, social, governance and operational matters. The SHSC has focused oversight of sustainability matters, including climate-related risks, opportunities and emissions reduction priorities.
Audit & Risk Management Committee (ARMC)	The ARMC met five times in FY26 to assist the Board in relation to oversight of the Company's Risk Management Framework and risk management processes in line with the risk appetite set by the Board.

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

Table 8: Executive committee oversight

Decarbonisation Executive Committee	Oversight of Qube's approach to decarbonisation, including emissions monitoring and reporting, ESG tool implementation and preparedness for mandatory reporting standards.
Safety, Health & Sustainability Executive Committee	Deliver Qube's sustainability programs and practices across the operations and Group functions, in accordance with our operating model.
Systems & Innovations Executive Committee	Identify, implement and monitor efficiency improvement, technology investments and decarbonisation opportunities for Qube, including alternative fuel and emissions reduction trials.
People & Culture Executive Committee	Develop and deliver Qube's people program, including oversight of diversity activities and spend, recruitment, labour resources and retention initiatives, cultural program and reward and recognition processes.

Risk management*

The Board focused on those material risks that can undermine the strategy or viability of the Group or severely damage its reputation (Group risks). Normal operating risks (Business risks) are assessed and managed by the divisional and business unit operational leadership teams.

The Board established a formal enterprise Risk Management Framework, supported by a Board-approved Risk Management Policy and Risk Appetite Statement (RAS). These documents define the parameters within which management is expected to operate and ensure alignment with Qube's purpose, values and strategic direction.

Oversight responsibilities were delegated to:

- Audit & Risk Management Committee (ARMC) – for financial, strategic and operational risks
- Safety, Health & Sustainability Committee (SHSC) – for safety, health, environmental and operational risks.

Both Committees met regularly to assess the effectiveness of Qube's risk management systems and report findings to the Board. The Managing Director (MD) holds principal responsibility for risk management across the Group, supported by divisional business unit directors and the Chief Financial Officer.

Risk identification and classification

Qube distinguishes between:

- Group risks: Low-likelihood but high-impact risks (e.g. strategic, financial, reputational)
- Business risks: Operational risks managed at the divisional level.

Management is responsible for identifying, assessing and mitigating risks, and for reporting material risks to the Board.

The risk reporting process highlights:

- material risks and their likelihood/consequence after mitigation
- new or emerging risks
- changes in risk profiles since the last review.

Internal controls and assurance

Qube's internal control environment includes:

- rigorous budgeting and monthly performance reviews
- corporate oversight of divisional operations
- a structured internal audit program
- regular reporting on key metrics and targets.

Internal audits provide independent assurance on the adequacy of controls, focusing on high-risk areas and control reliance. It reports directly to the CFO and ARMC Chair and conducts compliance audits as part of the annual audit plan.

*Refer to the Governance section of Qube's FY26 Sustainability Report for specific detail regarding the management of climate-related risks and opportunities, including controls, procedures and companywide integration.



Photo by Steve Carroll

Governance Structure in FY26

External audit

Internal audit

Board of Directors

In FY26, the Board was responsible for overseeing climate and other sustainability-related impacts, risks and opportunities, and is assisted in its oversight by its committees. Of the eight non-executive directors on Qube's Board, seven have advanced knowledge and experience in sustainability oversight, while one has expertise in the area.

Audit & Risk Management Committee

- Review integrity of Qube's financial reporting and report the results of its activities to the Board.
- Review the adequacy of Qube's corporate reporting processes, internal control framework and compliance with legal and regulatory obligations.
- Oversee operation of Qube's compliance systems and corporate governance processes.
- Review the adequacy and operation of Qube's enterprise-wide risk management framework in light of risk appetite set by the Board.

Safety, Health & Sustainability Committee

- Oversee safety, health and environment matters arising out of the operations and activities of the Qube Group.
- Oversee Qube's sustainability strategy, activities and long-term sustainability goals and ensure sustainability is embedded into decision-making.
- Oversee the review and management of Qube's material exposure and responses to environmental risks, including climate change.
- Oversee management's implementation, monitoring and integrity of reporting of sustainable and ethical business practices of the Qube Group and its suppliers.

Oversight

Report

Executive Team

Safety, Health & Sustainability Executive Committee

Deliver Qube's sustainability programs and practices across the operations and Group functions, in accordance with our operating model.

Systems & Innovations Executive Committee

Identify, implement and monitor efficiency improvements and technology investments, including alternative fuel and emissions reduction trials, to support decarbonisation.

Decarbonisation Executive Committee

Set the direction for Qube's approach to decarbonisation, including transition planning, climate-related risk and resilience planning, emissions reduction initiatives and monitoring and reporting.

People & Culture Executive Committee

Deliver Qube's people and culture programs across the operations and Group functions in accordance with our operating model.

Guiding our approach

- Qube Thrive program and Statement of Values
- Code of Conduct & Ethics
- Materiality assessment
- Safety, Health & Sustainability Policy
- Human Rights Policy
- Diversity Policy
- Whistleblower Policies
- Community Wellbeing & Engagement Policy

Managing risk

- Risk Management Framework
- Risk Management Policy
- Supplier Code of Conduct
- Investor relations program
- Anti-Bribery & Anti-Corruption Policy
- Sanctions Policy
- Delegation of Authority Policy
- Environment Standard
- Health & Wellbeing Standard

Driving action

- Executive Remuneration Framework and key performance indicators
- Development of a climate transition plan
- Reconciliation Action Plan
- Modern Slavery Statement
- Divisional and business unit strategies
- Culture Reference Group
- Gender Equality Reference Group

Note: For further detail refer to Qube's 2025 Corporate Governance statement available as follows: qube.com.au/about/governance/corporate-governance
For further detail regarding climate-related governance refer to Qube's FY26 Sustainability Report.

Regulatory reporting

Australian Sustainability Reporting Standards

This Sustainability Review should be read alongside Qube's FY26 Sustainability Report, which contains Qube's climate-related financial disclosures prepared in accordance with AASB Sustainability Reporting S2 *Climate-related Disclosures* as issued by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001* (Cth).

In its first year of reporting under ASRS, Qube has applied available transition relief provisions regarding comparative disclosures and Scope 3 emissions reporting.

Modern slavery

Qube is committed to human rights and the objectives and principles underpinning the Australian *Modern Slavery Act 2018*. We work with our business partners, contractors and suppliers to prevent and mitigate any modern slavery risks associated with our operations.

In FY26, we strengthened our approach to supply chain risk management through expanded due diligence, targeted supplier engagement and improved internal processes. This included enhanced due diligence on suppliers of clothing, merchandise and promotional items, waste service providers and international suppliers where elevated geographic risk has been identified.

We also expanded our use of the Fair Supply ESG tool, completing risk assessments on an additional 1,000 suppliers. This has further improved visibility across our supply chain and strengthened our understanding of key risk areas.

To embed modern slavery considerations into day-to-day operations, we implemented a new process within the supplier set-up procedure in our payment system, ensuring human rights risks are considered at the point of onboarding.

Additionally, we developed a new supplier guide to clearly communicate our expectations with respect to modern slavery and to raise awareness of our policies, procedures and considerations. This guide is available in multiple languages, including Indonesian and Simplified Chinese, to enhance accessibility within diverse supplier groups.

Training and awareness

During the year, 681 employees, contractors and subcontractors completed modern slavery training. This training equips participants with the knowledge to identify and assess risk based on key factors such as geography, industry sector and workforce profile, and outlines the actions required to report and remediate risks.

In FY26, we enhanced employee awareness through the development of new communications materials, including site signage. These resources support frontline workers to recognise indicators of modern slavery and understand how to safely raise concerns where they believe someone may be at risk.

Responsible procurement

Human rights considerations are embedded in our procurement practices and supplier engagement. Qube maintains a supplier due diligence protocol and code of conduct, under which we assess modern slavery risks across both prospective and existing suppliers.

Our enhanced FY26 due diligence activities focused on higher-risk categories and regions, alongside the integration of modern slavery considerations into supplier onboarding processes.

Where we do not have direct operational control of procurement practices, such as in non-controlled or non-operated joint ventures, we work to ensure the relevant entity is aware of its legal obligations and raise any concerns to support appropriate risk mitigation.

Full details of our FY26 progress will be published in our annual Modern Slavery Statement.

Table 9: Progress of FY26 modern slavery action items

Continue individual supplier risk assessments, prioritised by location, spend, supplier category, opportunity to influence.	🟢
Undertake due diligence for identified suppliers focusing on Tiers 2 and 3 risk.	🟠
Integrate Fair Supply Spotlight Search into purchasing procedure for new suppliers.	🟢
Review and update modern slavery education and training materials to ensure they remain effective and relevant.	🟢
Conduct targeted reviews of higher risk suppliers.	🟠

🟢 completed 🟠 ongoing

Planet

We are committed to reducing our environmental impact while supporting the transition to a lower-carbon economy. Across our operations, we continue to improve efficiency, enhance environmental management practices and invest in initiatives that strengthen the resilience and wellbeing of the communities and environments in which we operate.



Climate

As a logistics and infrastructure provider, climate-related impacts, extreme weather and energy transition are directly linked to operational performance and long-term value creation.

In FY26, Qube maintained a focus on:

- managing operational emissions across fleet, facilities and infrastructure
- improving emissions measurement and data integrity across all regions
- assessing operational resilience to physical climate impacts.

This approach reflects a practical, operations-led response to climate risk, with a clear emphasis on emissions reduction and real-world implementation.

Qube has set a long-term aspirational goal to reduce its Scope 1 emissions intensity to zero by 2050.[2] Refer to Appendix 2 for key target characteristics and further detail around progress achieved at year end. Qube is currently developing a climate transition plan to enhance resilience whilst charting a course for operational decarbonisation. This includes reviewing existing decarbonisation initiatives, interim targets and readiness considerations, including low-emissions technology availability, operational feasibility, reliability, supporting fuel and energy infrastructure, and cost implications relevant to Qube's operations.

Note: For information relating to the climate-related financial disclosures prepared in accordance with AASB S2, please refer to Qube's FY26 Sustainability Report.

[2] Australian Scope 1 tCO_2-e /$M revenue.

Emissions performance

Scope 1 and 2 emissions

In FY26, Qube's consolidated absolute gross GHG emissions were 466,583 tonnes of carbon dioxide equivalent (tCO_2-e). This comprised 439,840 tCO_2-e of Scope 1 emissions and 26,743 tCO_2-e of Scope 2 (location based) emissions. The consolidated emissions figure captures activities across Qube's consolidated group, including operations in Australia, New Zealand and South-East Asia. Qube has implemented an enhanced reporting platform to improve emissions data accuracy and coverage, with FY26 representing the first reporting period in which international Scope 1 and 2 emissions have been included alongside Australian Scope 1 and Scope 2 emissions. Prior disclosures were limited to NGER-aligned Australian emissions.[3] Qube's Australian Scope 1 emissions intensity measure[4] has decreased by 52% from FY18 (baseline year). Notwithstanding Qube's overall Australian emissions intensity reduction, absolute Australian Scope 1 and 2 emissions have increased by 35% from 317,729 tCO_2-e in FY18 to 428,306 tCO_2-e in FY26. This increase primarily reflects the growth in Qube's operations through a combination of increased operational activity and acquisitions over time, which have added to Qube's overall footprint.[5]

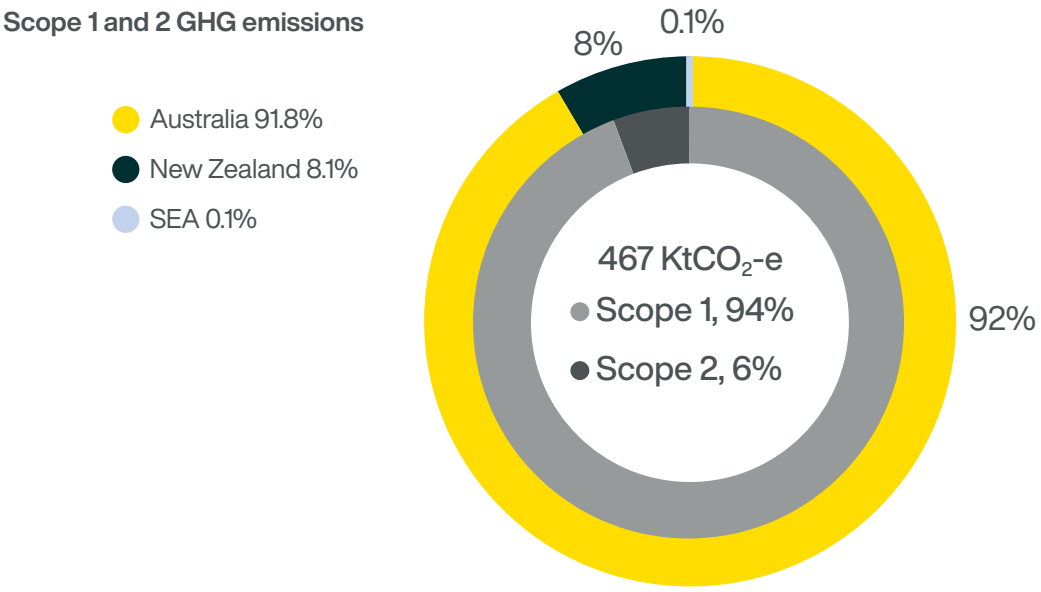


Figure 4: Qube FY26 Operational Scope 1 and 2 greenhouse gas emissions profile by region (tCO_2-e)

Note: For information relating to the climate-related financial disclosures prepared in accordance with AASB S2, including performance against climate-related metrics and targets, please refer to Qube's FY26 Sustainability Report.

Reducing operational emissions

Qube continues to prioritise practical emissions reduction initiatives across its operations through:

- ongoing upgrade of heavy vehicles aligned to Qube's fleet replacement cycle
- evaluation and trial of battery electric and alternative fuel technologies
- increasing use of renewable electricity via on-site generation.

These initiatives are focused on reducing carbon intensity while maintaining operational performance and reliability.

[3] For further detail regarding Qube's GHG profile including measurement method, standard and boundary setting approach refer to Appendix 3 and the Metrics section of Qube's FY26 Sustainability Report.

[4] tCO_2-e /$M revenue.

[5] Refer to Appendix 2 for key target characteristics and further detail around progress achieved at year end.

Transitioning fleet and equipment

Qube continues to implement and trial operational emissions-reduction initiatives, including battery electric vehicles (BEVs), battery electric container handling equipment and alternative fuel solutions across selected operations. This work forms part of Qube's broader long-term fleet and equipment transition strategy in a diesel-intensive industry.

Focus areas included:

- evaluating the commercial viability of emerging technologies
- understanding operational constraints and infrastructure requirements
- supporting long-term fleet transition planning
- assessing operational performance, maintenance costs and long-term suitability of low-emission technologies.

As part of this work, Qube is progressing the transition of its heavy vehicle fleet through targeted trials of battery electric vehicles.

Supporting renewable energy supply chains

Qube continued to support the logistics requirements of renewable energy projects, including wind and infrastructure developments. Capabilities delivered included:

- heavy haulage and specialised logistics
- port and bulk handling services
- integrated supply chain coordination.

This activity supports the broader energy transition while positioning Qube in growth sectors aligned to decarbonisation.



CASE STUDY

Renewable energy supply at remote operations: North-West Supply Hub solar and battery deployment

Qube Energy has progressed the transition of remote operations to renewable energy through the deployment of solar generation and battery energy storage at its North-West Supply Hub. This initiative reduces reliance on diesel and emissions-intensive grid electricity while improving energy resilience in a remote operating environment.

The system combines on-site solar generation with battery storage to stabilise supply and optimise energy use. The installation includes approximately 231 kW of solar capacity and 142 kWh of battery storage, designed to meet a significant proportion of site electricity demand while managing variability in renewable generation.

Qube continues to expand the integration of on-site renewable generation and battery storage to reduce dependence on grid electricity, strengthen energy resilience, and lower operational Scope 2 emissions, while enabling the progressive electrification of fleet and equipment across its operations.

CASE STUDY

Supporting large-scale renewable energy projects: King Rocks Wind Farm (Vestas)

Qube continues to support Australia's energy transition by providing integrated logistics solutions for large-scale renewable energy developments. This includes recent work with Vestas on the King Rocks Wind Farm project in Western Australia.

The project involves the construction of a 105 MW wind farm, which will supply renewable electricity into the Southwest Interconnected System. Once operational, the facility will contribute to decarbonising Western Australia's energy system and supporting the state's long-term emissions reduction objectives.

Qube's team has played a key role in supporting the delivery of the project over recent months, working closely with Vestas to manage the specialised logistics required for wind farm construction. This includes coordinating the transport and handling of large and complex components, requiring detailed planning, operational expertise and close collaboration across the supply chain.

Beyond its environmental benefits, the project also delivers broader economic and community outcomes. Construction is expected to support approximately 200 jobs, with additional employment generated over the project's 30-year operating life. The development forms part of the Western Australian Government's $6.4 billion investment in renewable energy infrastructure.

Qube's involvement in the King Rocks Wind Farm highlights the company's role in enabling the energy transition, by supporting the safe and efficient delivery of renewable energy infrastructure across Australia.



CASE STUDY

AAT helps BYD mark an electrifying milestone

Qube is proud to play a critical role in supply chains that support the energy transition and Australia's pathway to a lower carbon future.

In June, AAT's Webb Dock West terminal became the first Australian port call for BYD's new *BYD Zhengzhou* roll-on, roll-off (RORO) vessel. Loaded with almost 5,000 vehicles headed for the Australian market, the arrival of the *BYD Zhengzhou* marked an important milestone for BYD – one of AAT's major national customers – at a time when demand for electric and plug-in hybrid vehicles is soaring.

'The arrival of the *BYD Zhengzhou* was an exciting milestone for our customer, BYD, and a really tangible demonstration of the enthusiasm Australian consumers have for innovative plug-in hybrid and electric vehicles,' AAT Managing Director, Pat Smith, said.

As the leading provider of port terminals in Australia, we work hard to build the trust and confidence of our customers, and we're delighted to be supporting BYD in their growth into the Australian market at this time of real change.



Environmental management

Qube operates across a diverse footprint spanning regional and metropolitan locations in Australia, New Zealand and Southeast Asia. We recognise our responsibility to prevent environmental harm, protect natural ecosystems, preserve biodiversity and minimise impacts on the communities in which we operate.

We apply a risk-based approach to environmental management, embedding standards, systems and procedures within our broader safety and sustainability framework. This approach supports the effective identification, management and monitoring of material environmental aspects, impacts and risks across our operations. As part of our ongoing program to enhance sustainability data capabilities, we continue to strengthen how data is used to manage environmental performance, with a focus on key areas such as pollution incidents, noise, water use and waste.

In FY26, Qube maintained ISO 14001:2015 certification across 51 key Bulk, Ports and Logistics sites.

FY26 environmental performance

All Qube businesses continue to operate an integrated SHE Management System for the identification, assessment and management of environmental risks.

During FY26, Qube was not made aware of any material non-compliance with environmental laws and regulations relating to its operations or activities.

Opportunity

We bring an innovation mindset to the task and leverage our unique supply chain network to build market-leading and resilient logistics solutions. We also build resilience into our supply chains by aligning suppliers with our ESG focus, including a focus on human rights, ensuring continuous and uninterrupted services.

Innovation

Qube's approach to innovation focuses on practical, scalable solutions that enhance safety, efficiency and data quality. By modernising legacy systems and adopting intuitive tools, the business reduces manual effort, removes barriers to entry and supports workforce safety and capability. Through targeted use of technologies such as AI, Qube is building a more agile, resilient and future-ready operation that delivers long-term value for customers, employees and supply chains.



CASE STUDY

Scaling capability and efficiency through AI innovation

For decades, container surveying has relied on complex, code-heavy systems that require months of training before operators can work independently. Surveyors have needed to memorise hundreds of damage codes, condition classifications and reporting formats – creating barriers to entry, increasing the risk of error among new starters and delaying deployment into the field. The industry needed more than incremental improvement. It required a complete rethink of how surveying is done.

In FY26 we introduced Dobby.AI; an AI-powered container surveying application that puts simplicity and capability into every surveyor's hands.

Developed in Australia and built for global application, Dobby.AI brings practical, intuitive AI directly to surveyors. The application replaces manual coding with a streamlined, voice-led workflow. Surveyors simply describe what they see in plain, natural language. Using advanced natural language processing, the system interprets each description and maps it to the correct industry damage codes, condition classifications and repair standards. This converts unstructured observations into consistent, structured data in real time.

Dobby.AI then automatically generates compliant inspection reports aligned to customer and regulatory requirements, reducing administrative effort and improving data quality. The platform continues to improve through ongoing learning from validated survey data, supporting accuracy and consistency across teams and locations.

By enabling new starters to work confidently within ten days, the solution goes beyond improving efficiency. It reduces training burden, expands access to skilled roles and supports a more scalable, resilient workforce – helping the industry grow faster and more sustainably.



CASE STUDY

QubeNEXT: connected operations, built for Australian conditions

Developed by Qube, QubeNEXT is an integrated operations platform built specifically for Australia's oil, gas and resource sector. Designed locally for local conditions, it brings together real-time asset intelligence, live operational visibility and integration with existing infrastructure into a single, connected system. This reduces the fragmentation often seen across multiple platforms, giving operators a clearer, more consistent view of their assets and enabling faster, more confident decision-making.

At its core, QubeNEXT consolidates critical operational capabilities into one environment. It continuously monitors asset performance to identify potential issues early and support more proactive maintenance. At the same time, it provides a live, end-to-end view across sites, assets and teams, improving coordination and responsiveness. The platform integrates with existing operational and enterprise systems, allowing data to flow in real time while preserving prior investments. Compliance requirements are built directly into workflows, helping organisations meet regulatory obligations in a more streamlined and consistent way.

Unlike platforms originally developed for overseas markets, QubeNEXT has been designed from the outset for LNG, tight gas, offshore and resource operations in Australia. Industry-specific context is embedded into how the system operates – from data interpretation through to workflows and compliance – ensuring greater accuracy, relevance and performance without the need for extensive customisation.

QubeNEXT also incorporates enterprise-grade cybersecurity as a core component. Built on global hyperscale cloud infrastructure and aligned with leading security standards, it safeguards critical operational data while supporting system resilience across distributed environments. By bringing operations, compliance and security together in a single platform, QubeNEXT reduces complexity, improves visibility and supports safer, more efficient operations across the energy sector.



Reconciliation

In 2026, we continued to progress our reconciliation journey with a clear focus on driving economic participation for Indigenous businesses.

In FY26, we spent $12.6 million of which 94% ($11.6m) was Supply Nation Certified or Registered. This represents an increase of 31% on the previous year and 2.64% of our total addressable spend. Our supplier base has also grown significantly, increasing by 61% over the past 12 months. We now partner with 84 businesses across 17 industries. More than 50% of our Indigenous business partners are based in regional or remote communities, and 15% are female-owned enterprises.

This growth in both spend and supplier diversity reflects our ongoing commitment to strengthening the Indigenous business sector. We continue to perform strongly relative to our peers, achieving more than double the performance of industry counterparts and RAP Innovate organisations, and exceeding the Supply Nation member average.

During the year, we also:

- completed a review of our policies and procedures
- engaged with over 1,400 First Nations students through participation in career days, employment forums and work experience programs, in partnership with NASCA and the Clontarf Foundation
- reviewed and enhanced our cultural awareness learning pathway
- supported 372 employees to complete our Indigenous cultural awareness eLearning module, with a further 110 participating in face-to-face cultural learning
- recognised NAIDOC Week and National Reconciliation Week through a range of activities, including the launch of our Yindyamarra merchandise store.



Photo by Josh Noonan, @bx_trainspotting

CASE STUDY

Building careers beyond the classroom

For over 12 years our partnership with the Clontarf Foundation has created meaningful pathways for young people by connecting education with real-world employment through school-based apprenticeships and traineeships (SBATs).

At Clontarf's Newton Moore Academy in Bunbury, students split their time between the classroom and the workplace, attending school three days a week and gaining hands-on experience on site for the remainder; helping build confidence, capability and a clear pathway into employment.

Kim Murphy, South West Ports Manager for Qube Bulk is the Traineeship supervisor.

'There's a lot more opportunity here than people expect ... it's not just one job,' he said. There are so many different pathways, and we integrate them into the workforce reflecting the breadth of roles available across operations.'

On site, trainees gain practical experience across a range of environments, from workshop activities to port operations. This exposure helps bring career pathways to life and demonstrates how different roles work together.

Kim says the benefit of bringing SBATs into the workforce are twofold.

'As well as regenerating the workforce with younger people, I think the older blokes get a kick out of it, seeing the young blokes coming through,' he says.

'We definitely have quite a few of the older wharfies who take the younger blokes under their wings and show them how it's done – and just enjoy having some youth around the place.'

For participants, the impact is immediate and lasting.

'I didn't know a lot ... now I know a lot and I like it,' one trainee said. 'All the people are really kind. The workshop's just amazing.'

Now in his second year, another reflected on the experience: 'The port's amazing... the machinery is really nice and new ... being on the ships, it's just unreal.'

The traineeship also helps build confidence in future pathways. 'I definitely see myself working, especially for Qube,' one participant shared.

'They've been really good to me, and I want to stay on for sure.'

Ultimately, the program is about long-term impact; helping young people grow, build confidence and create opportunities for the future. As Brandon Penny, Clontarf Academy Director at Newton Moore SHS, explains, the goal is to see participants 'grow, progress, mature and then thrive.'



Clontarf Trainee Glenne with Qube Bulk South West Ports Manager Kim Murphy

CASE STUDY

Inspiring futures through real-world experience

Site visits play an important role in bringing industries to life, turning abstract concepts into real, tangible experiences. By stepping into a working environment, students gain a deeper understanding of how operations function day to day, explore the breadth of roles that keep them running and begin to consider career pathways they may not have previously imagined.

At the Newcastle Agri Terminal (NAT), a site visit offers a practical, behind-the-scenes look at how operations come together on the ground, with trains, trucks and ships at the harbour showcasing the scale and coordination required to keep freight moving and the variety of roles involved in delivering for customers every day. We were proud to welcome NASCA students from Orara High School, Kempsey High School and Wadalba Community School in New South Wales as part of the NASCA Pathways program, giving Aboriginal and Torres Strait Islander young women the opportunity to step outside the classroom and explore real-world career pathways in logistics.

For many students, the experience reshaped their expectations. What seemed like a straightforward journey from grain fields to export quickly revealed itself as a complex operation powered by specialised equipment and skilled teams.

'I thought it would just be grain and ships,' one student shared, 'but I didn't realise how much machinery and work goes into it.'

Renee Macdonald, NASCA Eastern NSW Regional Manager, emphasised the impact of seeing operations up close.

'Some of our students know exactly what they want to do, but many don't. Opportunities like this are so important because they let students experience what's out there first-hand and start thinking about their future in a practical way.'

The visit also sparked curiosity and confidence among students. 'I'm loving the tour – it's really interesting,' one said, while another noted it had changed how they think about potential careers.

For NASCA, the value is clear.

'These experiences help broaden horizons and open doors,' Renee shared. 'They give students a better understanding of the options available to them.'

Bringing people on site continues to be a powerful way to build awareness, create connections and showcase the opportunities within our industry.



Community investment

Qube is committed to supporting the communities in which we live and work, helping to create opportunities for people, businesses and regions to thrive. We focus our community and stakeholder engagement on initiatives that align with our values and business priorities. By investing in local partnerships and programs, we strengthen community connections, support our people and contribute to more inclusive and resilient regional economies while enabling sustainable growth across our operations.

In FY26, Qube invested more than $1.2 million across our operations in sponsorships, partnerships and community-based initiatives. These investments support local programs that enhance diversity and inclusion, create pathways into employment and contribute to the wellbeing of the communities in which we operate.

One of our new partnerships in FY26 was with Very Special Kids Road to Respite program. With rising diesel costs placing pressure on organisations, Qube was proud to enter into an agreement to help keep this vital service on the road.

Delivered with the Royal Flying Doctor Service, the program provides free transport for regional children and young people with life-limiting conditions to Very Special Kids' House, Victoria's only children's hospice, in Malvern. Supporting around 60 children each year, it helps remove geographical barriers to care.

CASE STUDY

A partnership with heart

In FY26, Qube proudly partnered with Heart of Australia to support the rollout of the National Lung Cancer Screening Program, helping expand access to critical healthcare services for rural, remote and First Nations communities.

Heart of Australia has partnered with the Australian Government to deliver a fleet of mobile medical clinics, bringing specialist care closer to rural and remote communities. These purpose-built clinics are equipped with CT scanners and advanced diagnostic technology, enabling earlier detection and screening for people who face barriers to accessing care.

Qube is supporting this initiative by providing key operational infrastructure, with selected Qube sites acting as home bases for the mobile clinics. The partnership commenced in Port Hedland and Darwin, with plans to expand support across Qube's national network as the program grows. By enabling efficient deployment and operations, Qube is helping to bring essential services closer to the communities that need them most.

'When the opportunity to get involved came up we jumped at the chance' said Dean Hurst, Port Hedland Operations Manager, Qube Bulk.

'Living and working in these communities, we experience first-hand the challenges people and communities face in accessing specialist care, so having services like this on the ground makes a real difference to health outcomes and peace of mind'.

This partnership reflects our commitment to creating positive, lasting impact in the regions where we operate. By supporting innovative, community-led solutions like Heart of Australia, we are helping to reduce health inequities and ensure geography is not a barrier to care. It also reinforces our belief that strong, healthy communities are fundamental to a resilient and sustainable future.





Images © Commonwealth of Australia as represented by the Department of Health, Disability and Ageing 2026

CASE STUDY

Strengthening communities through safe performance

Our Ports Division shows that when we work safely, we build a stronger business and more connected communities.

Working in a high-risk environment means we need to keep investing in safety systems, training and culture to prevent incidents and keep operations running smoothly. At the same time, Qube is committed to supporting local communities through sponsorships and donations.

'In the past, safety performance and community investment were managed separately,' said Qube Ports General Manager Safety, Health and Sustainability and Training, Johl Hayes. 'We saw an opportunity to better connect the two, and to explain how improvements in safety can support stronger outcomes for communities.'

'We know that strong safety performance helps create long-term value for both our business and the communities we operate in. Fewer incidents mean less disruption, better wellbeing for our people, and more reliable operations.'

Community investment for the Ports team is now directly linked to safety performance. When safety targets are met, this not only improves operational performance, but is directly tied to the amount available to invest in our communities for that quarter.

'While we continue to make funding decisions based on community needs and priorities, the better our safety performance, the greater our capacity to deliver meaningful community support,' said Johl.

'We also work to make this connection clear for our people. When employees understand that working safely contributes to positive outcomes beyond the workplace, it builds a stronger sense of purpose and accountability.'

In FY26, the Ports Division has been able to support 45 community organisations across our operations through this initiative.



Industry leadership and advocacy

Qube regularly engages with political stakeholders, government agencies, regulatory bodies and others to advance legislative, policy or regulatory outcomes that are in the best interests of our business and/or the freight and logistics sector more generally. This includes through direct engagement, written submissions and relevant consultation forums.

Membership of associations

Qube participates 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 contributions to the enhancement of industry standards through the exchange of best practice learning and development.

In FY26, our major association memberships included:

Australia

- Australian Logistics Council
- Australian Resources and Energy Employer Association
- Business Council of Australia
- Committee for Gippsland
- Container Transport Alliance of Australia
- Energy Club – NT and WA
- Freight on Rail Group
- General Stevedoring Council
- National Safety Council of Australia
- Northern Territory Livestock Exporters Association Inc (NTLEA)
- Ports Australia Safer Together (WA/NT and Qld Chapters)
- Shipping Australia
- Victorian Transport Association
- Western Australian Transport Industry Association Inc

New Zealand

- Business Leaders Health and Safety Forum
- Ports Health and Safety Leadership Group
- Ports Industry Association Eastland Wood Council Singapore
- Singapore Logistics Association (SLA)
- Singapore Business Federation (SBF)
- AustCham (The Australian Chamber of Commerce, Singapore)
- Singapore BizSafe
- Māori Language Business Network

We regularly review our industry association memberships to ensure the policy and advocacy positions of our relevant associations are aligned with Qube's.

Political donations

Qube Holdings retained membership of the Federal Labor Business Forum and the Liberal Party of Australia's Australian Business Network in FY25. These business-focused political forums are part of our stakeholder engagement program and involve an annual investment of $33,000 and $30,000 respectively. These sums are publicly disclosed annually through the Australian Electoral Commission process.

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 at an annual cost of $13,200 and similarly forms part of the Ports division's stakeholder engagement program in that state. This is also publicly disclosed through the Australian Electoral Commission process.

We reported no additional political donations for FY26. 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.

Appendices

Appendix 1: GRI content index

Statement of use: Qube Holdings has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.

GRI Standard/ Other source	Disclosure	Page/Reference/Explanatory notes
General disclosures		
GRI 3: General Disclosures 2021	**The organisation and its reporting practices**	
	2-1: Organisational details	**Page 6**
	2-2: Entities included in the organisation's sustainability reporting	**Page 6**
	2-3: Reporting period, frequency and contact point	**Pages 6, 50**
	2-4: Restatements of information	**None**
	2-5: External assurance	**Limited assurance was undertaken on specified Sustainability Disclosures within Qube's FY26 Sustainability Report, prepared in accordance with AASB S2.**
	Activities and workers	
	2-6: Activities, value chain and other business relationships	**Page 7**
	2-7: Employees	**Page 15**
	2-8: Workers who are not employees	**Not measured at this time**
	Governance	
	2-9: Governance structure and composition	**Pages 25-27** **Refer pages 5-7 FY25 Corporate Governance Statement**
	2-10: Nomination and selection of the highest governance body	**Refer pages 9-11 FY25 Corporate Governance Statement**
	2-11: Chair of the highest governance body	**John Bevan, Chairman**
	2-12: Role of the highest governance body in overseeing the management of impacts	**Refer pages 15-20 FY25 Corporate Governance Statement**
	2-13: Delegation of responsibility for managing impacts	**Pages 26-27**
	2-14: Role of the highest governance body in sustainability reporting	**Pages 26-27**
	2-15: Conflicts of interest	**Refer page 17 FY25 Corporate Governance Statement**
	2-16: Communication of critical concerns	**Refer pages 21-23 FY25 Corporate Governance Statement**
	2-17: Collective knowledge of the highest governance body	**Refer page 13 FY25 Corporate Governance Statement**
	2-18: Evaluation of the performance of the highest governance body	**Refer pages 10-11 FY25 Corporate Governance Statement**
	2-19: Remuneration policies	**Page 17.** **Refer page 26 FY25 Corporate Governance Statement**
	2-20: Process to determine remuneration	**Refer page 26 FY25 Corporate Governance Statement**
	2-21: Annual total compensation ratio	**Not reported**
	Strategy, policies and practices	
	2-22: Statement on sustainable development strategy	**Page 8**
	2-23: Policy commitments	**Refer qube.com.au/about/governance/policies**
	2-24: Embedding policy commitments	
	2-25: Processes to remediate negative impacts	
	2-26: Mechanisms for seeking advice and raising concerns	**Refer qube.com.au/whistleblowing-at-qube**
	2-27: Compliance with laws and regulations	**Refer qube.com.au/about/governance/policies**
	2-28: Membership associations	**Page 41**
	Stakeholder engagement	
	2-29: Approach to stakeholder engagement	**Page 41**
	2-30: Collective bargaining agreements	**Page 17**

GRI Standard/ Other source	Disclosure	Page/Reference/Explanatory notes
Material topics		
GRI 3: Material Topics 2021	3-1: Process to determine material topics	**Page 8**
	3-2: Safety, Wellbeing, Planet, Opportunity, Performance	**Page 8**
Safety, wellbeing and health		
Safety		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Pages 9-13**
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	**Page 9**
	403-2: Hazard identification, risk assessment and incident investigation	**Page 9**
	403-3: Occupational health services	**Page 12**
	403-4: Worker participation, consultation and communication on occupational health and safety	**Agreed in consultation with workers and outlined in each of our Industrial agreements**
	403-5: Worker training on OHS	**Page 21**
	403-6: Promotion of worker health	**Pages 11-14, 20**
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**Pages 11-14**
	403-8: Workers covered by OHS management systems	**100%**
	403-9: Work-related injuries	**Page 10**
	403-10: Work-related ill-health	**Page 10**
Decarbonisation, climate and risk management		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Pages 29-33, Appendix 2, Appendix 3**
GRI 201-2	201-2 Financial implications and other risks and opportunities due to climate change	**Refer to Qube's FY26 Sustainability Report prepared in accordance with AASB Sustainability Reporting S2**
Waste		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Not reported**
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	**Page 46**
	306-2: Management of significant waste-related impacts	**Page 46**
	306-3: Waste generated	**Page 46**
	306-4: Waste diverted from disposal	**Page 46**
	306-5: Waste directed to disposal	**Page 46**
Energy		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Page 30, Appendix 2, Appendix 3**
GRI 302: Energy 2016	302-1: Energy consumption within the organisation	**Not reported**
	302-4: Reduction of energy consumption	**Not reported**
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	**Page 30, Appendix 3**
	305-2: Energy indirect (Scope 2) GHG emissions	**Page 30, Appendix 3**
	305-3: Other indirect (Scope 3) GHG emissions	**Not reported**
	305-4: GHG emissions intensity	**Page 30, Appendix 3**
	305-5: Reduction of GHG emissions	**Page 30, Appendix 3**
	305-6: Ozone depleting substances	**Not reported**
	305-7: Nitrogen oxides (Nox), Sulfur oxides (Sox), and other significant air emissions	**Not reported**

GRI Standard/ Other source	Disclosure	Page/Reference/Explanatory notes
Environmental management systems		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Page 33**
GRI308: Supplier Environmental Assessment 2016	308-2: New suppliers that were screened using environmental criteria	**Qube's Supplier Code of Conduct sets minimum environment and sustainability expectations for all suppliers**
	308-2: Negative environmental impacts in the supply chain and actions	**Not reported**
Employee experience, development and inclusion		
Workforce		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Pages 15-19**
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	**Page 15**
	401-2: Benefits provided to full-time employees that are not provided to temporary or part time employees	**Benefits determined by industrial instruments with remaining employment agreements in compliances with relevant laws.**
	401-3: Parental leave	**Page 17**
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	**Nil – majority of workforce employed under by Industrial Instruments, informed by employee representatives, with remaining employment agreements in compliance with relevant jurisdictional laws.**
GRI 406: Non-discrimination 2019	406-1: Incidents of discrimination and corrective actions taken	**Nil**
Employee development		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Page 21**
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	**Page 21**
	404-2: Programs for upgrading employee skills and transition experience programs	**Pages 17-19**
	404-3: Percentage of employees receiving regular performance and career development reviews	**Not reported in FY26**
Gender equality		
GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees	**Ref GRI 2-29 (pages 15, 17-18, 20, 36-38)**
	405-2: Ratio of basic salary and remuneration of women to men	**Not reported**
Market presence		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Page 7**
GRI 202: Market Presence 2016	202-1: Ratios of standard entry level wage by gender compared to local minimum wage	**N/A**
	202-2: Proportion of senior management hired from the local community	**100%**

GRI Standard/ Other source	Disclosure	Page/Reference/Explanatory notes
Supply Chain Resilience		
Supplier diversity		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Pages 28, 36**
GRI 204: Procurement Practices	204-1: Proportion of spending on local suppliers	**98% of spend is with suppliers based within our area of operations**
Human rights		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Page 28**
GRI 408: Child Labour 2016	408-1: Operations and suppliers at significant risk for incidents of child labour	**Our annual Modern Slavery Statement provides details of human rights protections within our supply chain and can be found here: qube.com.au/sustainability/human-rights/**
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labour	
GRI 410: Security Practices 2016	410-1: Security personnel trained in human rights policies or procedures	
GRI 414: Supplier Social Assessment 2016	414-1: Negative impacts in the supply chain and actions taken	
Responsible innovation and technology use		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Pages 34-35**
GRI418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	**No reportable incidents in FY26**
Community and stakeholder relations		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Page 41**
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments and development programs	**Not reported**
	413-2: Operations with significant actual and potential negative impacts	**Not reported**
ESG governance, regulation and reporting		
Anti-corruption		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Refer Anti-Bribery and Anti-Corruption Policy**
GRI 205: Anti-corruption 2016	205-1: Operations assessed for risks relating to corruption	**100%**
	205-2: Communication and training about anti-corruption policies and procedures	**2026 employees trained on anti-corruption and anti-bribery in FY26 under admin in training**
	205-3: Confirmed incidents of corruption and actions taken	**None reported**
Public policy		
GRI 3: Material Topics 2021		**Page 41**
GRI 415: Political contributions	415-1: Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/ beneficiary.	**Page 41**

GRI Standard/ Other source	Disclosure	Page/Reference/Explanatory notes
Tax management		
GRI 3: Material Topics 2021	Managed in alignment with jurisdictional tax laws where we operate.	**Managed in alignment with jurisdictional tax laws where we operate**
GRI 207: Tax 2019	207-1: Approach to tax	
	207-2: Tax governance, control and risk	
	207-3: Stakeholder engagement and management of concerns related to tax	
	207-4: Country-by-country reporting	
Anti-competitive behaviour		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Not reported**
GRI:206	206-1: Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	**Nil**
Indirect economic impacts		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Not reported**
GRI 203 Indirect Economic Impacts 2019	203-1: Infrastructure investment and services supported	**Not reported**
	203-2: Significant indirect economic impacts	**Not reported**
Reconciliation		
GRI 3: Material Topics 2021	3-3: Management of material topics	**Pages 36-37** **Innovate Reconciliation Action Plan**
GRI 411: Rights of Indigenous Peoples 2016	411-1: Incidents of violations involving rights of Indigenous peoples	**Nil**

Appendix 2: Qube's current long-term climate-related target characteristics

Appendix 2 summarises Qube's current long-term climate-related target characteristics. Interim targets and related metrics remain under review as part of Qube's transition planning work.

Target characteristic	Disclosure
Target	Aspirational goal to reduce Scope 1 emissions intensity to zero by 2050
Metric	Total Australian Scope 1 emissions intensity on a tCO_2-e/$M revenue basis
Objective	Mitigation of Qube's Australian operational Scope 1 GHG emissions footprint
Scope	Applies to all Australian Scope 1 emissions within Qube's operational control
Base period	2018
Milestones and interim targets	Qube has previously disclosed the following interim decarbonisation target to reduce Australian Scope 1 emissions intensity by 50% by 2030 compared to the FY18 baseline. Qube achieved this target in FY25 based on the established metric, achieving a 50.2% reduction against the FY18 baseline. The metric was calculated using Australian Scope 1 emissions per dollar of revenue and excluded New Zealand and South-East Asia emissions. Qube is currently reviewing its interim decarbonisation targets as part of climate transition plan development, including targets associated with renewable electricity procurement, fleet transition to lower-emissions vehicles and equipment, and light vehicle electrification. The target review will also consider treatment of New Zealand and South-East Asia emissions.
Target type (absolute or intensity)	Long-term Scope 1 net zero target: quantitative intensity target.
Alignment with jurisdictional commitment	Developed with consideration of evolving climate-related policy, regulatory and market developments.
Validation	The target and methodology have not been validated by a third party
Review Process	Performance against the target was reviewed as part of the Group's annual sustainability disclosure review, with ongoing review of progress to be undertaken through renewed governance arrangements in FY27.
Metrics for monitoring progress	Actual Scope 1 and Scope 2 emissions reductions are assessed annually. FY26 is the first reporting period in which Qube has collated and disclosed Scope 1 and Scope 2 emissions from its New Zealand and South-East Asian operations alongside its Australian emissions. As part of climate transition plan development.
Revisions	Any revision to the target will be disclosed in the annual climate-related report. No revisions have been made to the target in the current period.
Progress achieved during the year and status at year end	Qube's Scope 1 emissions intensity has decreased by 52% from 187 tCO_2-e/$M revenue in FY18. Notwithstanding Qube's overall emissions intensity reduction, absolute Australian Scope 1 and Scope 2 emissions have increased by 35% from 317,729 tCO_2-e in FY18 to 428,306 tCO_2-e in FY26. This increase primarily reflects the growth of Qube's operations through a combination of increased operational activity and acquisitions over time, which have added to Qube's overall emissions footprint.
Planned use of carbon credits	Qube has not currently planned for the use of carbon credits to achieve its climate-related targets.

Appendix 3: GHG measurement method

Standard and boundary setting approach

Qube's FY26 GHG Emissions Inventory (the Inventory) was developed with the support of an external consultant. The Inventory has been prepared using the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)* (the Protocol), unless a different method is required by a jurisdictional authority. Accordingly, for Australian sites Qube applies the National Greenhouse and Energy Reporting (NGER) Scheme methodology, and for sites in New Zealand and South-East Asia, Qube applies the Protocol. This approach reflects applicable jurisdictional requirements and is intended to support consistent measurement across Qube's operating jurisdictions.

Qube's Boundary Setting Policy establishes the organisational and operational activities included in the Inventory. Qube applies the Operational Control approach to define its organisational boundary, consistent with the GHG Protocol. Qube selected this approach because it aligns with the operational control basis required under the National Greenhouse and Energy Reporting (NGER) Scheme for Australian operations and supports a consistent boundary-setting approach across Qube's Scope 1 and Scope 2 inventory for its Australian, New Zealand and Southeast Asian operations. The Group holds a 50 per cent financial interest in Patrick Terminals, Australia's leading container terminal operator, with the remaining 50 per cent owned by Brookfield and its managed funds; as Qube does not have operational control over Patrick Terminals, its operations fall outside Qube's organisational boundary under the operational control consolidation approach.

Qube's Scope 1 emissions comprise direct emissions from sources owned or controlled by the Group, and Scope 2 emissions comprise indirect emissions from the generation of purchased electricity. Scope 2 emissions are disclosed using the location-based method.

Measurement approach, inputs and assumptions

Qube measures Scope 1 and Scope 2 emissions using activity data and emissions factors consistent with the applicable methodology (NGER for Australian sites; GHG Protocol for other sites). The detailed measurement approach, key inputs, assumptions, estimation methods, emissions factors and global warming potential values applied for FY26 are set out in Appendix 3.

Qube uses the most reliable and verifiable activity data available for each emissions source, applying estimation only where source data is incomplete, as summarised in Appendix 3.

Contractual instruments (Scope 2)

Qube discloses Scope 2 emissions using the location-based method only and did not hold contractual instruments relevant to Scope 2 electricity consumption during FY26.

Appendix 3: GHG emissions measurement input and assumptions

Emission source and scope	Description	Activity data source	Calculation	Assumptions	Data quality and uncertainty	Source of Global Warming Potential (GWP) or Emissions Factor
Scope 1: Stationary combustion	Petroleum based oils (other than petroleum-based oil used as fuel), Petroleum based greases, Crude oil including crude oil condensates, Other natural gas liquids, Automotive gasoline/ petrol (other than for use as fuel in an aircraft), Fuel Oil, Liquefied aromatic hydrocarbons, Solvents: mineral turpentine or white spirits, Liquefied petroleum gas	Invoices with partially estimated data where invoices were missing	Equation: (Sum of fuel usage x energy content factor x emission factor) / unit conversion factor **Definitions:** ▪ **Sum of fuel usage:** Quantity of fuel consumed at site-level ▪ **Energy content factor:** Gigajoules of energy per unit of the fuel measured as gross calorific value ▪ **Emission factor:** kgCO2-e per gigajoule	Estimations applied to months where invoices were unavailable applying a daily average from prior invoice representative of the same period in a prior year.	High data quality, low uncertainty	**Emissions factor:** ▪ **Australian sites:** National Greenhouse Accounts Factors: 2025 (NGAF) ▪ **New Zealand sites:** Ministry for Environment (MfE) Measuring Emissions Guidance for New Zealand sites ▪ **South East Asia:** International Energy Agency (IEA) **GWP:** ▪ International Panel on Climate Change (IPCC) Sixth-Assessment Report (AR6)
Scope 1: Mobile combustion	Gasoline, Diesel Oil, LPG, Fuel Oil, Ethanol, Biodiesel, Other biofuels	Invoices with partially estimated data where invoices were missing	**Equation:** (Sum of fuel usage x energy content factor x emission factor) / unit conversion factor **Definitions:** ▪ **Sum of fuel usage:** Quantity of fuel consumed at site-level ▪ **Energy content factor:** Gigajoules of energy per unit of the fuel measured as gross calorific value ▪ **Emission factor:** kgCO2-e per gigajoule	Estimations applied to months where invoices were unavailable applying a daily average from prior invoice representative of the same period in a prior year.	High data quality, low uncertainty	**Emissions factor:** ▪ **Australian sites:** National Greenhouse Accounts Factors: 2025 (NGAF) ▪ **New Zealand sites:** Ministry for Environment (MfE) Measuring Emissions Guidance for New Zealand sites ▪ **South East Asia:** International Energy Agency (IEA)
Scope 2: Purchased electricity - Electricity consumed (Location-based)	Electricity purchased from the grid	Invoices with partially estimated data	**Equation:** (Sum of electricity usage x emission factor) / unit conversion factor **Definitions:** ▪ **Sum of electricity usage:** Quantity of electricity purchased or acquired and consumed from the operation of the facility during the year measured in kilowatt hours. ▪ **Emission Factor:** Scope 2 factor, in kgCO2-e emissions per kilowatt hour.	Sites with partial data available: usage is estimated using the average daily consumption. ▪ **Sites with no data available:** monthly consumption is estimated using site type (store, distribution centre or office) and state-based energy intensity per square metre. ▪ For sites not operational for the full year, consumption is estimated on a pro-rata basis for the period of operation.	High data quality, low uncertainty	**Emissions factor:** ▪ **Australian sites:** National Greenhouse Accounts Factors: 2025 (NGAF) ▪ **New Zealand sites:** Ministry for Environment (MfE) Measuring Emissions Guidance for New Zealand sites ▪ **South East Asia:** International Energy Agency (IEA)

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