2018 Sustainability Report

CALTEX
Caltex Australia

Caltex Australia limited
2018 Sustainability Report

Providing feedback

To help us improve our reporting, we welcome your feedback
Email: sustainability@caltex.com.au

Message from the Safety and Sustainability Committee Chair

On behalf of the Caltex Board and as the new Chair of the Safety and Sustainability Committee, I am pleased to deliver our inaugural Sustainability Report for 2018.

We recognise that sustainability is integral to our business strategy and is essential to our long-term success. By embedding sustainability into our business, we can better understand and manage the risks to our long-term success and focus on areas that generate value for our shareholders, customers, employees and the community.

We also understand that environmental, social and governance (ESG) issues are significant to our shareholders and other stakeholders and are committed to communicating openly and transparently through annual sustainability reporting.

We must continue to find new ways of operating to maintain the long-term viability of our company. We have recently refreshed the charter of the Board's Committee responsible for sustainability, increasing our focus on ESG issues. We have also established a Climate Change Position Statement and Human Rights Policy which set the ground-work for our future approach and strategies. The Board will support and work actively with the management team on the delivery of these policies, ensuring the company delivers on its commitments.

We have made good progress to date, however recognise that more work needs to be done to build a sustainable business. We look forward to using this report to engage further with our key stakeholders over the next year to discuss where we are performing well and where we need more focus.

We hope you find this inaugural report informative and welcome any feedback on our report to sustainability@caltex.com.au

Penny Winn
Safety and Sustainability Committee Chair

Message from our CEO and MD

In 2018, we established a framework to guide our approach to the management of sustainability issues. Building on this, our team has been working hard to embed sustainability into the way we do business and has made good progress.

People

Safety continues to be a top priority. While our historical personal safety performance has been strong, 2018 has seen an increase in TRIFR as we began to embed Caltex's high standards for injury reporting and proactive care to transitioned franchise sites. We will continue to retain our relentless focus on safety and have committed to delivering several improvement initiatives in 2019.

We are making strong progress on our diversity and inclusion strategy. This is reflected in the Workplace Gender Equality Agency Employer of Choice for Gender Equality citation we have received for the third consecutive year. I am also proud to have become a Pay Equity Ambassador for the Workplace Gender Equality Agency which aligns with our commitment to improve pay equity at Caltex.

The success of our business is built on the capability of our people. It is pleasing to see our employee engagement score continues to improve, rising 5% since 2015 to 83% in 2018. We continue our efforts to attract and retain the best people into our business, and launched our Employment Value Proposition during the year, positioning Caltex as an attractive place to work.

Environment

Caltex has a role to play in the transition to a low carbon future and we have developed a Climate Change Position Statement which sets out our commitments. One of these is to improve the transparency of the risks and opportunities posed by climate change to our business. We have also adopted the Financial Services Board's Task Force on Climate-related Financial Disclosures (TCFD) framework to guide our reporting approach.

We have reduced the number of spills that occur in our business both on land and at sea. This reflects the integration of environment management into our operational culture and our ongoing effort to improve spill prevention practices. We recognise the need to maintain continued vigilance on protecting the environment and communities surrounding our operations.

We have increased our focus on resource efficiency in 2018 and delivered several initiatives to meet the preferences of our customers and to help reduce our operational costs. Of note, we are installing photovoltaic panels at 58 of our retail sites in Western Australia, reducing greenhouse gas emissions by 20% at each site.

Community

We continued our investment in communities during the year and have established the Caltex Foundation which provides oversight over the way we will work with our community partners. It will also ensure that we focus our community support to have the best social impact.

I was proud to launch our inaugural Reconciliation Action Plan during the year, continuing our vision to make a meaningful difference to the lives of Aboriginal and Torres Strait Islander peoples.

Responsible business

During the year we have continued to operate an ethical, responsible and transparent business. We refreshed our Code of Conduct and have prepared our first Supplier Code of Conduct, with the aim of ensuring our employees and our engagement with suppliers reflects our values. We are also in the process of enhancing our Risk Management Framework, to support the continued delivery of our business strategy.

We have also continued our efforts to respond quickly to instances of wage underpayment at sites operated by Caltex franchisees. This has included undertaking audits and establishing an assistance fund to support franchisee employees impacted. We have also enhanced our Whistleblower Policy, allowing our employees and those that work in our supply chain to report misconduct without fear of retaliation.

Future focus

Looking ahead to 2019, we will continue to engage with our customers, employees, shareholders and the community to ensure that our sustainability approach reflects their needs. We will continue to develop our sustainability strategy, including the setting of performance targets.

We look forward to updating you as we progress.

Julian Segal
CEO & Managing Director

Overview

We recognise that along with delivering value for shareholders, we also need to make a positive contribution in the communities where we operate, care for our people, protect the environment and act in an ethical and transparent manner.

2018 Key performance measures

Our People

Personal safety
Total Recordable Injury Frequency Rate[1]

7.71
Fuels & Infrastructure
(down from 8.23 in 2017)

10.43
Convenience Retail
(up from 2.94 in 2017)

Days Away from Work Injury Frequency Rate[2]

1.45
Fuels & Infrastructure
(down from 2.29 in 2017)

2.81
Convenience Retail
(up from 0.59 in 2017)

Process Safety

1 Tier One event
(no change since 2017)

1 Tier Two event
(down from 2 events in 2017)

6,629
employees working across nine employment entities located in Australia, New Zealand and Singapore

83%
Employee engagement score

67%
working in flexible working arrangements

For key performance measurements regarding female representation, see 'Diversity and inclusion' on page 18.

Our Environment

950,653
tonnes Scope 1 and Scope 2 carbon emissions (increase of 6% since 2017)

99.2
Lytton refinery Energy Intensity Index

Solar installations across 58 Caltex stores in 2018/19

0 major spills (>8000L)
5 minor spills (>160L<8000L)
0 marine spills

Our Community

Established Caltex Foundation

$1.97M
invested in communities in 2018[3]

Developed and implementing an inaugural Reconciliation Action Plan

Our Business

69
Voice of Customer[4]

$7.1BN
Total tax expense

$20.2BN
Spent with suppliers

$1.6BN
Returned to shareholders since 2016

1. Total number of occupational injuries per one million hours worked. Occupational injuries include an injury requiring days away from work, restrictions in the work performed or medical treatment.
2. Total number of days away from work per one million hours worked. Days away from work is defined as the number of days a worker is certified by a physician to be unfit to perform normal duties, starting from the day after the incident occurred.
3. Total community investment value includes management costs and additional contributions to the community including employee volunteering.
4. Convenience Retail NPS score is for the period April to December 2018.

Our business at a glance

We invest in Australia

3^M Australian customers each week

2.1^B revenue

20.4^{BL} of transport fuels sold

~800 company controlled retail sites

94 bulk fuel storage and distribution hubs

19 terminals and one refinery

1/3 Australia's annual fuel needs sourced and delivered

Our strategies across the business are focused on delivering integrated value and growth across the chain

International Sourcing and Supply

Refining

Distribution

Wholesale

Retail fuel and convenience

CALTEX
Caltex Australia

Philippines

SEAOIL
(20% OWNED)

Singapore

AMPOL

New Zealand

Gull
(100% OWNED)
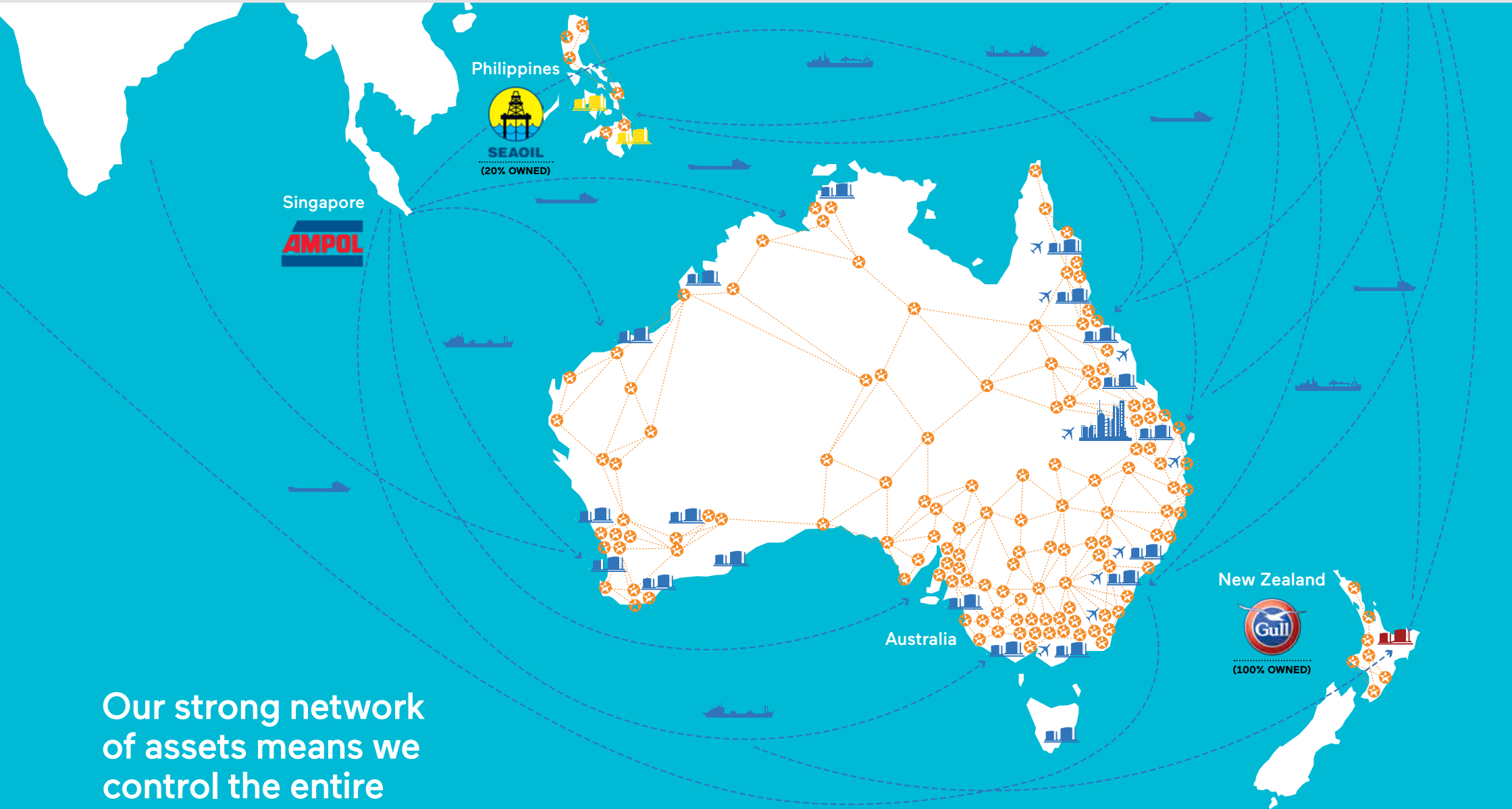
Australia

Our strong network of assets means we control the entire supply chain

Fuels and Infrastructure network (New Zealand)

Fuels and Infrastructure network (Philippines)

Retail network

Fuels and Infrastructure network (Australia)

Our approach to sustainability

As Australia's largest transport fuel supplier, Caltex is focused on building and monetising capability and scale across the fuels and convenience value chain to maximise shareholder value.

We recognise that along with delivering value for shareholders, we also need to make a positive contribution in the communities where we operate, care for our people, protect the environment and act in an ethical and transparent manner.
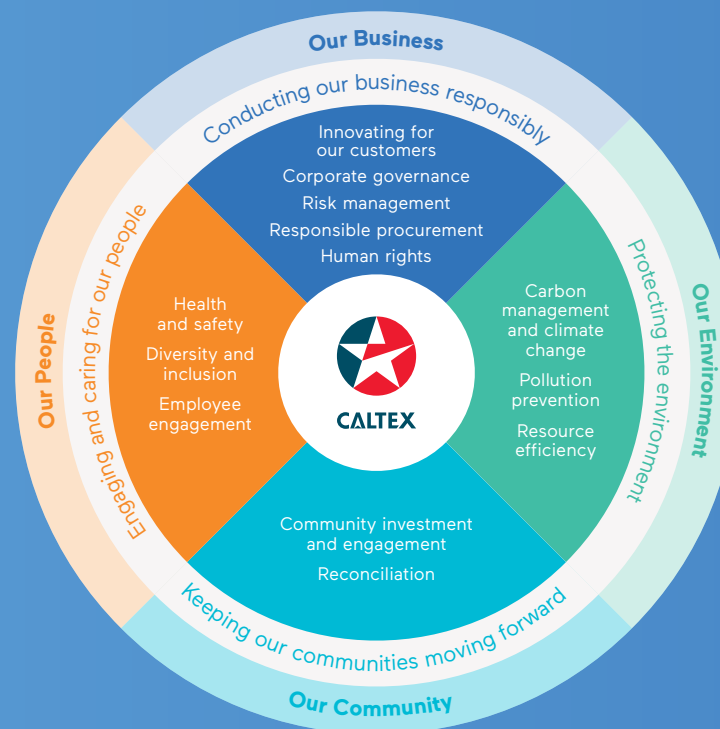
Sustainability framework

We have established a sustainability framework which is focused on the key risks and opportunities that are most relevant to our business and stakeholders. To identify these, we undertook a materiality review during the year using several processes, including stakeholder feedback, employee surveys and media and industry peer review. Our framework extends across four sectors, as illustrated.

Our framework helps to define what sustainability means to Caltex, and the key issues that we need to address in order to maintain the long-term viability of our company. This report provides an overview of the key issues relevant to each pillar, together with the initiatives we have delivered during the year and our performance to date.

In the coming year, we will update our materiality assessment and take a more detailed look at how we are responding to sustainability issues facing our business. This assessment will guide the further enhancement of our sustainability strategy and supporting performance management system, driving further integration of sustainability into our broader business strategy. The preparation of our strategy will involve further developing our baseline data to help establish meaningful targets with the aim of driving improved performance and behaviours and increased transparency across our material issues.

Caltex Sustainability Framework

Our Business — Conducting our business responsibly
- Innovating for our customers
- Corporate governance
- Risk management
- Responsible procurement
- Human rights

Our Environment — protecting the environment
- Carbon management and climate change
- Pollution prevention
- Resource efficiency

Our Community — Keeping our communities moving forward
- Community investment and engagement
- Reconciliation

Our People — Engaging and caring for our people
- Health and safety
- Diversity and inclusion
- Employee engagement

Sustainability governance and management

We have developed a governance framework to guide our sustainability approach as outlined below.

Caltex Board	Responsible for corporate governance policies and risk management including those relevant to sustainability.
Board Safety and Sustainability Committee	Oversees and guides Caltex's sustainability approach and reporting requirements, together with the management of ESG risk.
ESG Project Review Board	Develop, update and oversee implementation of Caltex's sustainability framework and strategy. This group is chaired by the Executive General Manager, People Communications and Governance and includes representation from other Caltex Leadership Team members and other senior business representatives including operations, risk, compliance, finance, sustainability and legal.

Caltex has other internal forums that support the delivery of Caltex's sustainability programs including the Diversity and Inclusion Council, Reconciliation Action Plan (RAP) working group and the Caltex Foundation working group.

Our sustainability governance framework forms part of our broader corporate governance program. An overview of our corporate governance program and performance can be viewed in our 2018 Corporate Governance Statement.

Reporting approach

This report is aimed at demonstrating how we will manage sustainability risks and operate responsibly to deliver sustainable returns.

We have prepared this report with reference to the Global Reporting Initiative's (GRI) Standards to provide shareholders with comparable information relating to ESG performance. A GRI Index is included at the end of this report.

This report covers the year 1 January 2018 to 31 December 2018, with the exception of carbon emission data which covers the period 1 July 2017 to 30 June 2018 (in alignment with National Greenhouse and Energy Reporting requirements). It covers all of Caltex's operations and matches the reporting scope of our 2018 Annual Report. For future sustainability reports, we will provide limited assurance over selected data sets within the report.

Understanding our stakeholders

We recognise the importance of working closely and transparently with our stakeholders to understand their interests and needs. Throughout the year, we engaged in different ways with a range of stakeholder groups, including customers, shareholders, community groups and employees.

The tables below identify our main stakeholder groups, their key interests and concerns and how we engage with them.

DIRECTLY AFFECTED

Stakeholder group	Customers (Retail)	Customers (Business)	Employees	Shareholders	Community
Engagement mechanism	• Customer survey – "Voice of Customer" • Customer complaint and feedback channels • Digital and social media channels	• Customer Business Reviews • Distributor and RORO site newsletter • Correspondence (including meetings and phone calls)	• Group-wide surveys • Digital and social platforms • Employee Focus Groups (face-to-face)	• Financial results representation • Investor roadshows, meetings and conferences • Annual General Meeting • Annual Report • ASX releases	• Tours • Correspondence (including meetings and phone calls) • Community events • Sponsored activities and charity fundraising activities • Staff volunteering • Co-stakeholder meetings • Media calls/ press conferences
Key topics raised	• Fuel prices • Fuel quality • Food quality • Car wash faults • In store promotion enquiries	• Contract performance • Emerging industry issues • Business improvement initiatives	• Employee engagement • Diversity and inclusion • Leadership • Recognition and performance • Communication and organisational change • Health, safety and wellbeing	• Financial performance • Business strategy • Macro conditions and industry outlook • ESG issues	• Local community impacts (e.g. noise, odour) • Environmental impacts • Supporting local communities • Supporting employment opportunities and engaging with Indigenous communities

OVERVIEW   PEOPLE   ENVIRONMENT   COMMUNITY   BUSINESS   2018 DATA   GRI INDEX

2018 Key performance measures   Our business at a glance   Our approach to sustainability   **Understanding our stakeholders**

INDIRECTLY AFFECTED

Stakeholder group	Government, industry bodies and regulators	Suppliers	Media
Engagement mechanism	• Stakeholder meetings, industry roundtables and briefings • Site tours • Business engagement forums	• Supplier meetings, briefings and workshops • Site tours • Supplier forum • Supplier 360° feedback surveys	• Correspondence (including meetings and phone calls) • Media releases • Digital and social media • Executive briefings
Key topics raised	• Fuel Quality Standards Review • Fuel prices • Supply security • Energy Policy • Effective environmental management of facilities	• Supplier performance (behaviours and outcomes) • Health, safety, environment and quality metrics • Ethical business practices • Continuous improvement • Joint collaboration opportunities	• Financial performance • Strategy and future direction • Operational issues • Fuel prices and security

People

We recognise that our people are key to our success. We are committed to creating an inclusive, engaged work environment and investing in our people to support the delivery of our business strategy.

Health and safety

We place the highest priority on the health and safety of our workforce, customers and the communities in which we operate.

Our approach

The Caltex Operational Excellence Management System (OEMS) provides a framework for systematically managing personal health and safety, process safety, environment, reliability, quality and efficiency risks. Through application of our OEMS, we work to understand the risks and hazards posed by our business operations, implement appropriate controls to eliminate or minimise risk, and then provide assurance that the controls we put in place are working.

Our OEMS consists of three integral parts:

Leadership accountability and culture

A key component to our management system is strong, visible, accountable leadership. We aim to ensure that operational excellence is embedded in the Caltex culture.

Management system process

Our management system process is a systematic approach to driving improvements and follows the Plan–Do–Act–Check methodology.

Operational excellence processes

We have 22 operational excellence processes that set the standards and requirements to be met by the business.

Our operational excellence performance monitoring and governance program aims to ensure that control measures adopted for the management of risks continue to remain reliable and effective. It also aims to ensure that the results of performance monitoring are acted upon and used for continuous improvement.

Our OEMS addresses the following areas of safety at Caltex:

Personal safety

We believe that all fatalities, injuries and occupational diseases are preventable and we take our responsibilities seriously in providing safe systems of work across our operations. Understanding and managing safety risks and driving continuous improvement is central to our approach. We also train our people about being safe at work and communicate the importance of taking responsibility for personal safety, together with the safety of team members, customers and surrounding communities.

Process safety

We have adopted a framework for managing the integrity of operating systems and processes for handling hazardous substances and dangerous goods. This aims to ensure that the products we handle remain in the pipes, tanks and vessels we operate and does not cause harm to people or the environment. Central to this is the implementation of good design principles, engineering and operating practices. We classify and track incidents by severity, in accordance with industry standards and best practice.

Transport safety

We implement rigorous standards whilst transporting our products which includes maintenance and routine monitoring of infrastructure, and operating in a manner that meets Caltex, industry and regulatory requirements.

Finding new ways

Raising awareness on safety hazards

In consultation with our front line staff and using our knowledge of recent safety incidents, we have developed "Top 5" hazards identification tools for several of our business units.

The tools highlight "Top 5" hazards that have, or are likely to, cause significant harm to our people, surrounding community, the environment or our business.

Tailored to specific business units, the tools have been designed to make it easy for our people to remember these top hazards, as well as help guide safety–based conversations between supervisors and staff.

Food safety

We have in place a food safety management system that effectively identifies, evaluates and controls hazards associated with food handling activities and aims to ensure that we are taking every reasonable precaution in accordance with industry standards to provide safe and suitable food to our customers.

Emergency preparedness and response

In the event of a spill, leak, fire or explosion, we need to make sure that we have the necessary equipment and resources available to respond rapidly and minimise impacts to our people, the surrounding community and the environment. We regularly test our emergency response procedures to check they are working effectively.
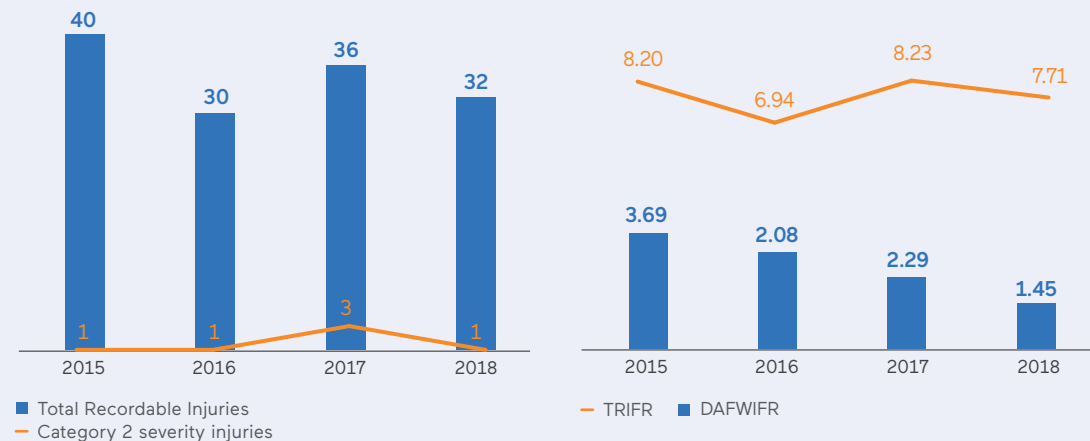
Safety performance in 2018

We measure and track our safety performance using a number of leading and lagging performance indicators, including Total Recordable Injury Frequency Rate (TRIFR) and Days Away From Work Injury Frequency Rate (DAFWIFR).

Personal safety

- Whilst our historical personal safety performance has been strong, 2018 has seen an increase in TRIFR primarily due to the significant transformation and change within the Convenience Retail business, changes in the nature of the work performed; and improvements made to our injury reporting system. By 2020, our workforce will expand by an estimated additional 2,250 employees

Fuels & Infrastructure

Total Recordable Injuries / Category 2 severity injuries (2015–2018):
- 2015: 40 (1)
- 2016: 30 (1)
- 2017: 36 (3)
- 2018: 32 (1)

TRIFR / DAFWIFR (2015–2018):
- 2015: TRIFR 8.20, DAFWIFR 3.69
- 2016: TRIFR 6.94, DAFWIFR 2.08
- 2017: TRIFR 8.23, DAFWIFR 2.29
- 2018: TRIFR 7.71, DAFWIFR 1.45

■ Total Recordable Injuries
— Category 2 severity injuries

— TRIFR   ■ DAFWIFR

as a result of a further 250 sites coming under operational control.

- There were 85 recordable injuries during 2018. Of these, two were rated as Category 2 incidents (resulting in greater than seven days off work). These two incidents were related to slips/trips/falls, and both workers made a full recovery.
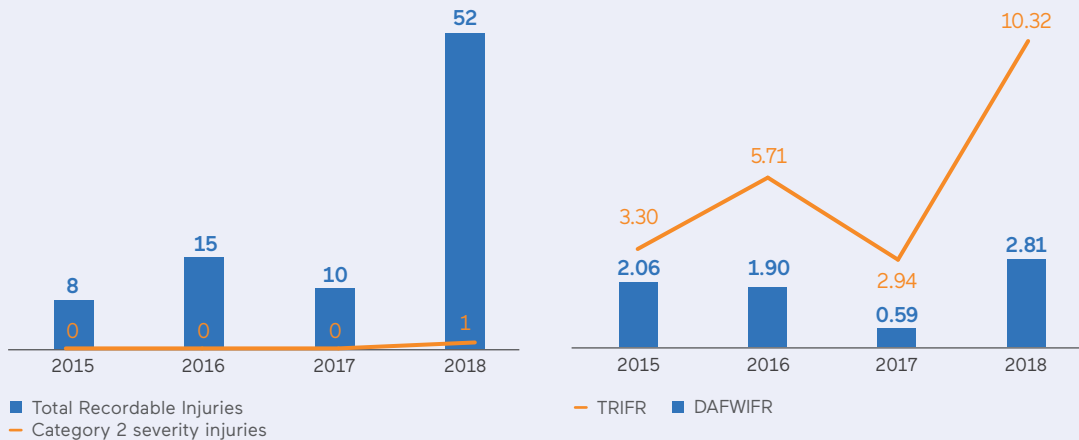
Process safety

- Our recorded Tier One and Two process safety events have remained low, with one Tier One event recorded for 2018. This resulted from a loss of containment and fire due to a mechanical failure of a compressor on the reformer unit at Lytton refinery. A comprehensive investigation was conducted with the cause of the mechanical failure now well understood. Based on learnings from the investigation, assessment of similar equipment was performed to prevent similar modes of failure prior to start up.
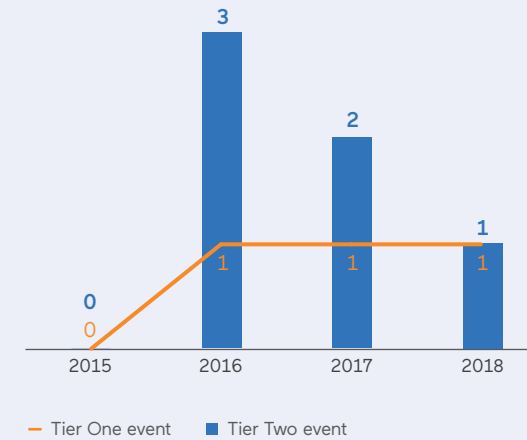
Safety performance with regards to Total Recordable Injury Frequency Rate represents 5–10% of the Caltex Leadership Team's short-term incentive goals.

Convenience Retail

Legend:
- ■ Total Recordable Injuries
- — Category 2 severity injuries
- — TRIFR
- ■ DAFWIFR

Process Safety

Legend:
- — Tier One event
- ■ Tier Two event

Never stop caring

Health and wellbeing at Lytton Refinery

In 2018 Caltex Lytton refinery continued its targeted wellness program, aimed at maintaining the health and wellbeing of the workforce that operate there.

The wellness program consists of discrete activities that are scheduled across the calendar year. Initiatives delivered during 2018 included:

– Participation in R U OK Day
– A quit smoking program offered to all employees
– Guest speaker from LIVIN to address the stigma surrounding mental health
– "Get active in the control room" wellness initiative. This initiative provided an opportunity for employees who are seated for long periods to remain physically active
– Provision of influenza vaccinations

We have implemented several safety improvement initiatives in 2018, including:

Convenience Retail

• Delivery of the 'Why I Stay Safe' campaign to drive behavioural change. Each team member received their own safety vest, making safety personal by placing a photo in the vest's clear pocket.
• Enhanced incident reporting and escalation, aimed at making reporting and escalation of incidents easier, more streamlined and creating a safe reporting culture within Caltex.
• Integration of 'Safety in Design' principles into the design phase of stores together with the selection of equipment, enabling the designing out of safety hazards.
• Delivery of online training targeting hazard and risk areas such as food safety and threatening situations leading to better understanding or processes and adherence to safe behaviours.
• Introduction of in-store 'Safety Share' meetings on a relevant safety topic every month.
• Development of a Food Safety System, aimed at improving processes to mitigate the risk of food incidents within the retail business.

Fuels and Infrastructure

• Development and delivery of an enhanced Safety Leadership training program.
• Simplified hazard identification tools developed and implemented in Depot and Aviation Operations to assist front line workers to identify hazards and implement controls in their work place.
• Delivery of a 'Move4Life' Manual handing training program for front line Aviation teams.
• 'Chain of Responsibility' system developed and implemented for the Lytton Lubricants business.
• Enhanced customer site assessment process that uses a risk-based approach and is stored electronically.
• Developed and implemented a Safe Guard Field check system to review implemented plant safe guards and their effectiveness.
• Implementation of a Plant Risk Assessment process to undertake formal risk assessments of plant equipment and address issues that may arise.

Raising awareness

Supporting White Ribbon Day

We are committed to creating a safe and supportive work environment for all staff and provide the tools to help keep safety and wellbeing front of mind.

For White Ribbon Day this year, we raised awareness of domestic and family violence and help guide the response of our managers whose employees are or could be affected. In particular, we supported our managers to understand that each person's situation is different and the importance of listening without judgement. Our staff have access to flexible working arrangements and special leave to attend medical, counselling and legal appointments. Through LinkedIn Learning, we provide courses to support our employees on wellbeing and emotional engagement.
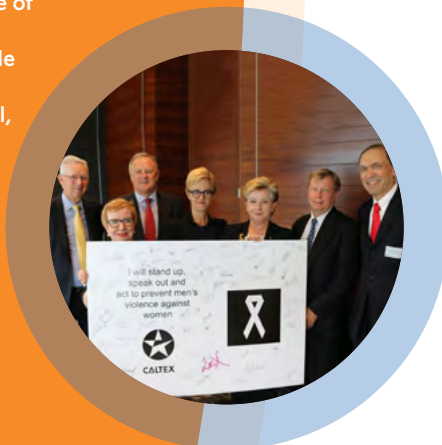
Health & Wellbeing

At Caltex we know our success as a business is linked to the health and wellbeing of our people. As such, we undertake targeted health and wellbeing programs each year. In 2018, Caltex supported 210 employees to participate in the Virgin Pulse Global Corporate Challenge, a team–based program aimed at promoting and increasing physical activity levels by asking people to make a series of small changes from a sedentary (sitting) to a more active (standing) lifestyle by changing personal habits and by challenging participants to take at least 10,000 steps a day over a 16 week period.

We also aim to empower our workforce and their families to make healthier lifestyle choices through our Healthy Bodies program. This initiative allows employees and their families access to webinars, videos, live exercise classes and various information resources about topical health and wellbeing issues.

Caltex has a mature Drug and Alcohol Program which has been in place for over eight years. Over the course of 2018, over 2,750 drug and 3,000 alcohol tests on employees and contractors were conducted at safety critical sites across the business.

Caltex is committed to mitigating the health risks associated with physical exposures to hazards within the workplace by controlling these at their source. In 2018, we continued to strengthen occupational health and hygiene programs across the business. During the year over 200 Lytton refinery workers undertook a baseline audiometric assessment. These assessments are used to identify changes to hearing thresholds in individual workers and assess and continuously improve the effectiveness of noise reduction strategies.

Health and safety focus areas for 2019

Convenience Retail

- Refresh of safety leadership field visits program conducted by retail leaders to assist in driving cultural and behavioural change.

- Safe Work Practice reviews and observations to reinforce safe work practices and leadership observations to embed correct behaviours.

- Launch of a new personal risk assessment safety card, providing a tool for identifying hazards and prompts for taking simple steps to managing risks before starting a task.

- Introduction of rotacaster trolleys to reduce the risk of manual handling injuries at our retail stores.

- Vehicle impact protection upgrade program.

Fuels and Infrastructure

- Continued focus on leadership field engagements to reinforce good safety behaviours.

- Continued roll out of front line safety leadership training.

- Trialling Move4Life Manual handling training in depot operations following the success in Aviation.

- Development and implementation of a chain of responsibility system at Lytton Refinery.

Diversity and inclusion

At Caltex, we embrace a strong belief in the advantages of a diverse and inclusive workplace in which individuals from varied backgrounds and perspectives are welcomed, encouraged and given the opportunity to contribute to their full potential. By diversity, we mean the prevalence of difference in our workplace including thinking styles, capabilities, education and background, gender, ethnicity, religion, age, sexual orientation, disability, family status and all the other difference in our backgrounds that makes each of us who we are.

Our Diversity and Inclusion Strategy is focused on:
- Building a more inclusive culture.
- Increasing the percentage of senior female leaders and building the senior female leader talent pipeline.
- Making a meaningful difference to the lives of Aboriginal and Torres Strait Islander peoples.

Creating an inclusive work environment

During the year we acknowledged and celebrated a series of events such as R U OK day, Harmony day, International Women's day, Close the Gap, National Reconciliation Week and NAIDOC week, with a number of these being led by our "Women in the Fuels Industry" and "Indigenous Trailblazers" employee groups and supported by our Diversity and Inclusion Council.

Flexible working

We encourage our people to balance work with their out-of-work responsibilities and support our people to adopt flexible work practices including how, when and where they work. Results from our 2018 Employee Engagement Survey demonstrated that our people value flexibility in many different forms, with two out of three employees (67%) utilising some form of flexible work arrangement, and 83% agreeing that their leaders are considerate of their lives outside of work.

To sustain good practices, we delivered a Focus on Flexibility campaign during the year involving the sharing of case studies on successful flexible working arrangements in all their different forms and supporting leaders to make decisions consistent with our desired culture.

Supporting new parents

In 2018 we updated our Parental Leave Policy, and removed the minimum tenure required for parental leave. We have also added additional flexibility into our program by extending our policy to long-term and permanent foster carers, as well as extending the period parents can take primary carers leave from within the first three months to within the first 12 months. This is in addition to our Baby Care Package which is available to returning primary carers. The package provides employees with both the practical support and flexibility to make the transition back to work easier. Components of the package includes a bonus, emergency baby care, services to help identify long-term child care solutions and nursing facilities.

Developing female leaders

To achieve our gender equity objectives including our commitment to 40% female representation in senior leadership roles by 2020, we are committed to a continued focus on supporting women in their careers.

We are investing in talent, development and early-career programs to build our pipeline of female leaders. During the year, we supported our first Women in Engineering scholar. Run through the University of New South Wales, the program will contribute towards the education of a high-achieving female scholarship recipient over a four-year period. The program also helps to raise our profile with universities for earlier-career talent pooling.

Never stop caring

Helping asylum seekers and refugees

Caltex employed its first CareerSeeker Intern within our engineering team of our Fuels & Infrastructure business.

CareerSeekers is a program designed to give asylum seekers and refugees the opportunity to gain paid experience in the Australian marketplace and reconnect to their profession of choice. As well as helping to broaden the cultural talent profile at Caltex, this program helps to support our inclusive culture and plays a part in the resettlement efforts of asylum seekers and refugees in Australia.

CareerSeekers™
New Australian Internship Program

Female representation at Caltex

Board
37.5%

Senior Leaders
34.4%

Executive Team
37.5%

Overall Company
40.7%
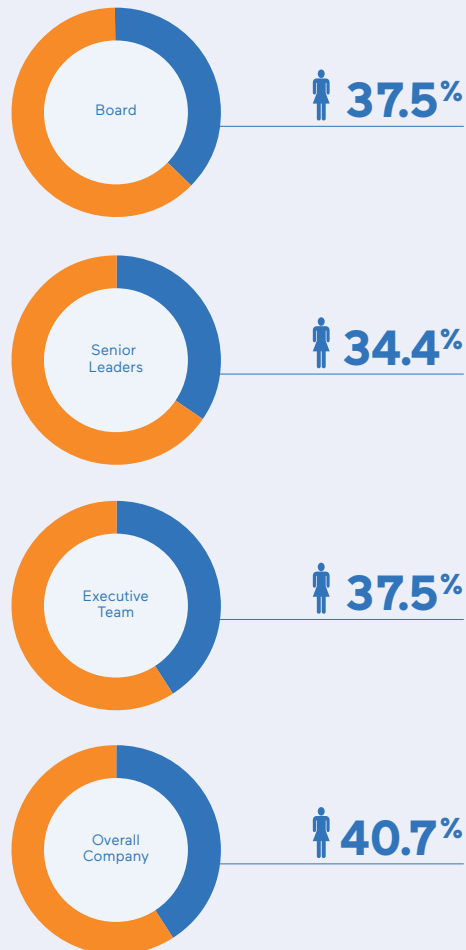
Our Graduate Program also plays a key role in sourcing diverse talent for the future, with 10 of our 16 graduates hired in 2018 for the 2019 intake being female. By business area, female graduates make up 4/7 positions in Fuels & Infrastructure; 3/5 positions in Convenience Retail, and 3/4 positions across group functions.

Our Talent Program will continue to identify and develop employees exhibiting potential for promotion. Of the 2018 Talent Pool, 38.82% were women, which was 2% higher than the 2017 Talent Pool and 4% higher than female representation among the eligible group. The rate of female promotions into the Senior Leadership group has also been favourable, with seven of 15 promotions recognising talented women within Caltex.

Towards pay equity

As part of our annual salary and short-term incentive review, we conducted a detailed gender pay audit in 2018 to identify any gender bias. Our audit found no gender bias during the salary review, with females receiving an average increase of 1.7% compared to the male average of 1.6%. Similarly, there was no gender bias found in incentive payments with the average payment score for females of 129.9% and males 129.5%. While the review identified that Caltex only has a pay differential of 1% in like-for-like roles, we will continue to strive for pay parity.

During the year, our CEO became a Pay Equity Ambassador for the Workplace Gender Equality Agency (WGEA) and made the pledge to continue work to improve pay equity at Caltex.

Never stop caring

Superhero Daughter Day

To celebrate International Women's Day, we sponsored Superhero Daughter Day run by The Girls Movement and Diverse City Careers. The event focused on providing primary school aged girls the opportunity to participate in interactive activities that introduced them to the world of science, technology, engineering and math (STEM).

Girls had the opportunity to build robots, explore virtual and augmented reality, fashion technology and wearables and learn how to design an app. Over 60 Caltex employees and their families attended the events, held across Sydney, Brisbane, Melbourne and Adelaide.

Diversity and inclusion focus areas for 2019

- Continued focus on our inclusive and flexible workplace through initiatives such as Families @ Caltex, providing support for employees with carers' responsibilities including school holiday programs for primary school aged children, parents returning from leave and access to family wellness resources.

- Extend our support of Indigenous education and employment programs.

- Continued focus on female attraction into non-traditional roles and representation in our talent development pipelines to build the number of female senior leaders and close the gender pay equity gap.

- Expansion of our profile as an employer-of-choice for targeted early-career programs in schools and universities, including an increase in our scholarship offering through UNSW.

WGEA
Employer of Choice for Gender Equality

EQUILEAP
TOP 200
2018

Received the Workplace Gender Equality Agency Employer of Choice for Gender Equality citation for third consecutive year, recognising Caltex's initiatives in supporting women in the workplace

Ranked in the top 200 globally for our gender balance and gender equality by Equileap

Supporting Aboriginal and Torres Strait Islander employment

Attracting and retaining Aboriginal and Torres Strait Islander employees continues to be a key area of focus, and we are committed to contributing to better socio-economic outcomes for them and their communities. We have been a proud partner of CareerTrackers Indigenous Internship Program since 2014, a program that creates internship opportunities for Aboriginal and Torres Strait Islander university students. This year we welcomed eight interns, who worked across different areas of our business including engineering, communications, legal, human resources and customer service. While the majority of our interns are within their first year of study at university, the CareerTracker program provides Caltex with a future pipeline of professional Aboriginal and Torres Strait Islander talent.

In 2018, we launched our inaugural Reconciliation Action Plan, reconfirming our commitment to making a meaningful difference to Aboriginal and Torres Strait Islander peoples. For further information on our RAP, please refer to the Community section of this report.

Never stop caring

School-based traineeships

We have been a supporter of the Clontarf Foundation since 2011, an organisation established to help Indigenous boys complete high school. As part of this relationship, a student from the Endeavour Academy, Darcey Moran, become our first Indigenous student to complete a two-year school-based traineeship. This program combines paid work, on-the-job training and school. Darcey worked with Caltex one day per week as part of the program whilst completing his Certificate II in Business and his Higher School Certificate at Endeavour Academy.

Upon completion of the program, Darcey has spoken to other Indigenous boys about the benefits of the program. Darcey said that he, "loved working at Caltex as well as meeting new people and making new friends". Craig Foreshew, Clontarf Employment Officer said that Darcey's experience was inspiring to other boys in the Clontarf Foundation. "Darcey's experience with Caltex has really shown the other boys that getting valuable work experience in a corporate office doesn't have to be intimidating and they now want to follow in his footsteps" he said.

Employee engagement

We are committed to creating an organisational culture that motivates and supports our people to deliver their personal best.

We recognise that this delivers high performing individuals who are committed to Caltex, which in turns plays a key role in supporting the long-term success of our business.

Our employee engagement survey allows us to understand what we do well as a company and where we can improve. In 2018 we achieved an employee engagement score of 83%. Engagement has improved 5% compared to our last employee engagement survey in 2015, and 6% since our pulse-check on engagement included within our organisational culture survey in 2017.

Feedback from the surveys suggests that opportunities for improvement include an increased focus on communication, change management, career development and encouraging better work-life balance. These insights will allow us to drive positive change across our teams through local level action into 2019.

2018 Employee engagement results

84%
of employees agree that their immediate manager encourages new ideas and new ways of doing things

95%
agree that each employee is expected to be personally accountable for working safely

79%
of employees agree that Caltex's senior leaders act in a way that is consistent with the organisation's values

91%
agree that their immediate manager sets a good example when it comes to being safe on the job

Developing our Employment Value Proposition

During 2018, we have further enhanced our employment value proposition (EVP).

Based on comprehensive research undertaken with Caltex employees, we have identified the core strengths and unique elements that make Caltex an attractive place to work: Caltex's heritage and longevity of success; the calibre and expertise of our people; a flexible workplace culture; and opportunities for career growth presented by the scale of our network, were universally attractive to employees regardless of their business segment. A desire from employees to play a role in our community programs was also identified and this will be accelerated through the Caltex Foundation in 2019.

Our EVP platform, **"You Take Us Further"**, was designed to reflect these truths, positioning Caltex as attractive to a diverse group of people with the skills, capability and cultural alignment required to scale and enable both our Fuels & Infrastructure and Convenience Retail businesses. Initially we are focussing on the candidate experience through the attraction and recruitment stages of joining our organisation. The new collateral will help tell a story about how our people take our businesses further as we scale our capabilities, and reciprocally, how Caltex can further the professional growth of our people.

Attracting and retaining the best people

We understand the importance of identifying, recruiting and developing outstanding people. As part of our ongoing developing and retention strategies we annually assess the performance and potential of our people. We have put in place a structured program to retain, engage and develop our talent in line with their career goals. Our program includes individual development planning, on-the-job activities, mentoring, ambassador events and a number of group learning interventions through our Caltex Academy.

Capability development

We recognise that it is vital for our people to be supported to do their jobs effectively. We require our employees to complete mandatory training modules to support them to carry out their roles safely, reduce risk and provide better outcomes for our customers. In addition, we provide a range of personal development opportunities and in 2018 launched LinkedIn Learning, providing our people with the opportunity to develop themselves personally and professionally at a time that best suits them. The online platform provides our employees with over 10,000 learning modules, 500 of which have been mapped to the specific capabilities we have identified for our people.

Caltex employee life-cycle

Talent profiling and nomination, succession planning with a focus on female representation in senior leadership positions

Professional development opportunities including through Caltex Academy and launch of LinkedIn Learning. Inclusive work environment including flexibility programs, supporting new parents and developing female leaders

Succession — Attraction — Onboarding — Development — Retention
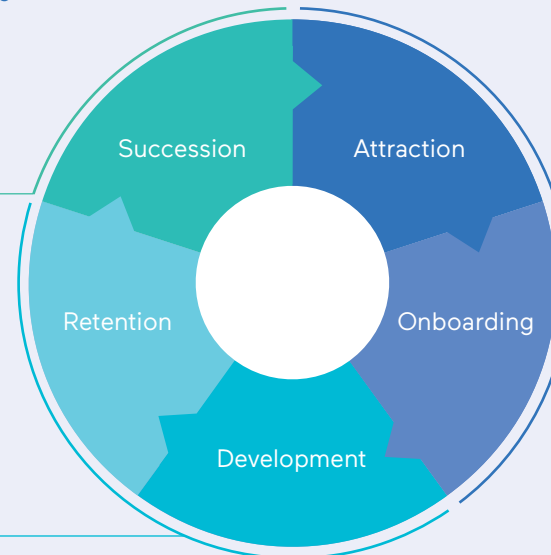
'You Take Us Further' Employment Value Proposition to attract and recruit a diverse group of people with the skills, capability and cultural alignment required to deliver on our strategic objectives

Employee engagement focus areas for 2019

- Re-test employee engagement through a group-wide employee engagement survey.

- Measure and improve the employee experience across the employment life-cycle with a focus on attraction and selection of the right talent to enable our business plans.

- Expand our EVP campaign to encourage greater advocacy by employment brand ambassadors.

- Empowering and supporting employees to adapt and drive positive change through learning programs focussed on leadership and adaptability through to organisational change and transformation, and embedding new more agile ways of working.

Environment

We are committed to operating in such as way as to minimise adverse impacts on the environment and community in which we operate. We recognise the importance of addressing climate change and are committed to playing a role in the transition to a low carbon future.

Carbon management and climate change

Climate change position
We accept the Intergovernmental Panel on Climate Change (IPCC) assessment of climate change science and the importance of limiting warming to less than 2 degrees above pre-industrial levels.

We acknowledge that coupled with the requirement to supply safe, affordable and reliable transport fuels to our customers, climate change presents both risks and opportunities for Caltex.

Caltex supports measures to reduce emissions and is committed to playing a role in the transition to a low carbon future. This includes initiatives that support the achievement of Australia's 2030 climate change target and Paris Agreement commitments.

In 2018 we developed a Climate Change Position Statement which is available here.

Our approach
Our approach to climate change considers the risks and opportunities posed by a transition to a low carbon economy coupled with our strategic objective to deliver continued value to our customers and shareholders. Our focus is on:

- Building resilience to transitional and physical risks posed by climate change.
- Supporting the use of renewable energy sources and low carbon products.
- Reducing the carbon intensity of our operations.
- Undertaking external engagement and advocacy.
- Improving transparency and reporting.

Climate risks and opportunities
We have undertaken a mapping exercise to identify the climate change risks and opportunities most material to our business, compiling these into a register to be reviewed annually.

Below are the most significant climate-related risks we have identified in 2018. It is not intended to be exhaustive list, but instead reflect the most significant risks currently identified by the company.

- Reduced demand for petroleum products due to technology developments (e.g. engine fuel efficiency, introduction of electric vehicles).
- Changing consumer preferences and market conditions including driverless and shared vehicles.
- Introduction of carbon policies.
- Supply disruptions resulting from physical impacts of climate change such as increased severe weather events.

Climate-related Risk Definitions
Transition risks relate to changes in policy, law, markets and technology that are necessary for the transition to a low carbon economy.

Physical risks stem from the direct impact of climate change on our physical environment, such as resource availability, supply chain disruption and damage to assets from severe weather.

Connecting to win
Supporting Virgin Australia's biojet trial

With the help of Caltex's Lytton refinery team, the Virgin Australia Group achieved an Australian first, with the successful completion of a trial to deliver sustainable aviation fuel through Brisbane Airport's general fuel supply system. Working in partnership with the Queensland Government, Brisbane Airport Corporation, US-based biofuel producer Gevo Inc, together with supply chain partners Caltex and DB Schenker, Virgin Australia led the procurement and blending of sustainable aviation fuel with traditional jet fuel for supply into the fuel infrastructure at Brisbane Airport.

Biojet meets recognised international quality and safety standards and is derived from sustainable sources including sugarcane bagasse, molasses, wood waste and agave.

Caltex was proud to support the investigation of alternative fuels such as biojet as part of future fuel options for Australia.

Task Force of Climate–related Financial Disclosures

We support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We acknowledge we are on a journey to enhance our management and disclosure of climate-related risks and opportunities and have committed to full disclosure alignment by 2021.

	Current	Priorities to 2021
Governance	Oversight by the Board's Safety and Sustainability Committee: quarterly updates by management At the management level, climate responsibilities have been assigned to the Executive General Manager, People Communications and Governance	Continue to strengthen and improve governance mechanisms at the Board and management level
Strategy	Climate Change Position Statement Caltex Sustainability Framework	Compile a comprehensive climate-related risk and opportunities register: review annually Undertake scenario analysis, focussing on key climate-related risks and opportunities identified Based on results from the scenario analysis, further embed climate considerations into strategic and financial planning, investment and procurement frameworks
Risk Management	Climate change identified as a strategic risk with Board visibility	Enhanced enterprise risk management framework guiding how we identify, monitor and manage materials risks associated with our activities Continue to integrate climate change into risk management framework
Metrics and Targets	Established baseline for carbon and energy metrics	Introduction of climate-related performance targets

Finding new ways

Investing in renewable energy

In 2017, we piloted the installation of photovoltaic (PV) panels at two of our retail sites in Western Australia.

The trial found that using PV delivered a greenhouse gas emission reduction of over 20% at each site. It also provides us with the potential to support the charging of electric vehicles from renewable sources in the future. Since the pilot, we have commenced roll out of the installation of PV at 58 of our retail sites in Western Australia. This project will deliver cost efficiencies for Caltex and avoid an estimated 1,800 tonnes of greenhouse gas emissions per year.

Carbon management and climate change focus areas for 2019

- Undertake scenario analysis and based on results, embed climate considerations into strategic and financial planning, investment and procurement frameworks.
- Continued roll out of PV panels at 58 sites in Western Australia.

The reduction in Scope 1 carbon emissions since FY13 has been driven by the closure of the Kurnell Refinery together with improved operational practices to reduce emissions. The increased Scope 2 emissions in FY18 is a result of franchise stores being brought back under company control.

FY2018 Carbon emissions profile

3.8% OTHER

0.2% KURNELL TERMINAL

SCOPE 1

96.0% LYTTON REFINERY AND MANUFACTURING

12.6% OTHER

26.4% CONVENIENCE RETAIL

SCOPE 2

61.0% LYTTON REFINERY AND MANUFACTURING
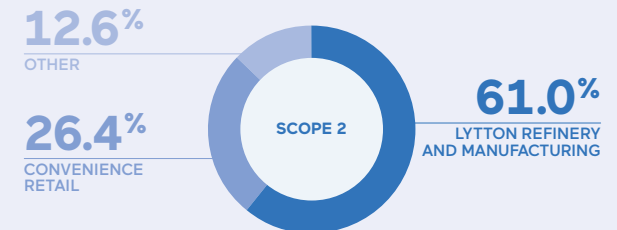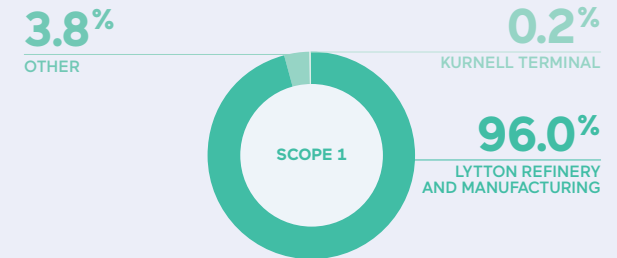
Carbon emissions performance

Tonnes CO_2-e

Financial year	13	14	15	16	17	18	13	14	15	16	17	18
	SCOPE 1						SCOPE 2					
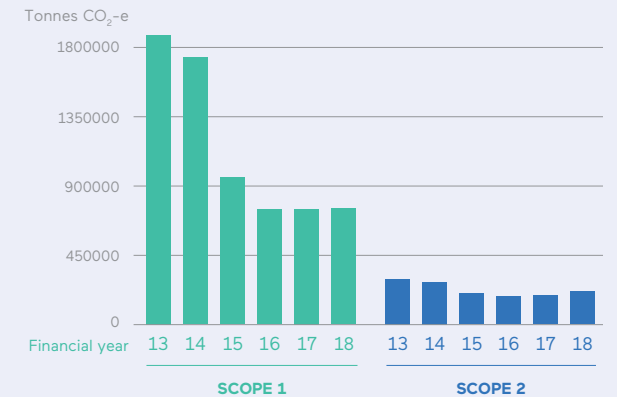
Pollution prevention

We are committed to protecting the environment and the communities within which we operate.

Our Operational Excellence Management System (OEMS) sets out the minimum standards to protect the environment and aims to drive continuous improvement in a consistent and systematic way. It also seeks to support the integration of environmental management processes and responsibilities with other business responsibilities and meet our legal and other compliance requirements.

We have aligned environmental management of our operations to the ISO14001 standard. Currently eight of our largest sites are individually accredited to AS/NZS ISO14001 (Lytton refinery, six licensed terminals – Kurnell, Banksmeadow, Mackay, Cairns, Gladstone and Port Headland and the Lytton lubricants manufacturing facility). Our environmental management approach includes undertaking routine internal audits to assess the effectiveness of our management systems and compliance with the standards we have set. This helps us reduce environmental risk and prevent environmental incidents. Improvement actions identified through the audits are considered by management and implemented as appropriate. Individual sites with ISO14001 accreditation are also subject to external audits to demonstrate they continue to meet the standards set.

We maintain emergency response plans to respond to and minimise the potential severity of environmental incidents. We conduct thorough investigations when an actual or potential significant environmental incident occurs to understand the cause and identify corrective actions to prevent similar events.

Spill prevention

In 2015, we commenced implementation of a Caltex-wide program to enhance focus on and improve our spill prevention practices. This program had four primary workstreams – leadership stewardship, human reliability, safety improvements and equipment/piping integrity. This program has enhanced our performance in this area and is an indication of the spill prevention focus now being embedded into our operational culture.

Underground Petroleum Storage System monitoring and replacement program

We currently operate a range of underground petroleum storage system assets, from sites with steels tanks and lines through to sites with double walled non-corrodible tanks and lines. We actively monitor for leaks of these tanks using a number of different mechanisms including Statistical Inventory Reconciliation and Analysis (SIRA), six-monthly gauging and/or sampling of groundwater monitoring wells as a back-up loss monitoring system and line leak detection for pressure sites.

As tanks age, we assess the need to replace them using a risk model, a key part of our Underground Petroleum Storage System (UPSS) Risk Management Strategy. The model considers equipment and site variables such as the age of tanks, materials of construction, maintenance history, monitoring and records, ground conditions and surrounding land use. Since the program's inception in 2007, over 150 UPSS systems have been replaced. In 2018, seven tank systems were replaced.

Spill performance

Legend:
- Major spill >8,000L
- Minor spill >160L <8,000L
- Marine Spills (any quantity)
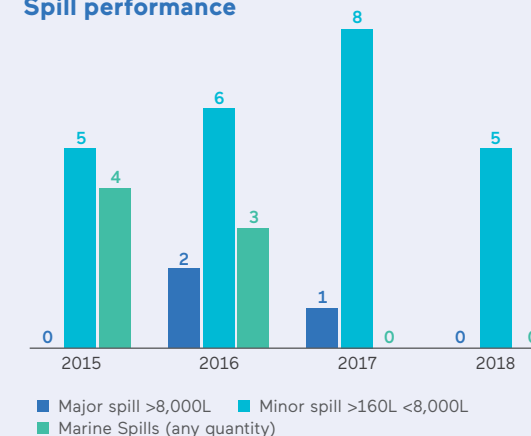
Per- and Poly-Fluoroalkyl (PFAS)

Since 2014, Caltex has been active in consulting with government on proposed regulation for the phase-out of bio-persistent firefighting foams. Since 2016, a foam Task Force has been active in the risk management of PFAS containing foams at Caltex facilities. Our approach includes the implementation of appropriate interim risk controls until such time as suitably performing replacement foams and engineered modifications to equipment are implemented. These interim risk controls include steps to prevent accidental spills of PFAS foam chemicals and halting all training and wet-testing of foam systems. In the event of foam being applied in a real emergency we have enhanced procedures to improve the containment of foam contaminated firewater.

We are also participating in a global research activity to test and approve potential fit-for-purpose PFAS-free replacement foams which are non bio-persistent. Caltex is also performing its own testing to check that new foams are fit-for-purpose for Caltex products and that any equipment modifications are appropriately designed and implemented.

We have commenced, and in several cases completed, groundwater assessments of legacy PFAS compounds at our refinery, terminals, aviation and depot locations across Australia and New Zealand. We will work with regulators and other stakeholders during this transition phase.

Pollution prevention focus areas for 2019

- Enhancing our group-wide environmental governance and reporting practices, to ensure a consistent and consolidated approach.
- Continued delivery of the UPSS monitoring and replacement program.
- Continue to work with regulators and other stakeholders on PFAS issues.

Never stop caring

NSW Return to Earn Container Deposit Scheme

In late 2017, the NSW Government introduced the Container Deposit Scheme (CDS) providing residents the ability to 'return and earn' 10 cents from every eligible drink container deposited.

In partnership with Tomra, we installed the return to earn reverse vending machine at our Seven Hills, Concord West and Luddenham stores across Sydney. Since installation in September 2018, 1,038,481 containers have been collected, averaging 260,000 per month. We are very proud to play a role in reducing waste going to landfill and will continue to look at opportunities to roll out additional reverse vending machines across our stores in the coming years.

Resource efficiency

We recognise that the management of natural resources is a commercial imperative as well as an environmental one.

It helps us to reduce our operating costs, supports the preferences of our customers and helps us to build a more sustainable and competitive business.

Energy efficiency

We have been undertaking an analysis of energy use, operations and renewable energy generation potential across our retail sites, with progressive implementation of cost-effective projects. Our analysis shows that refrigeration and air-conditioning followed by lighting accounts for the largest portion of energy use at our retail sites. We continue to investigate initiatives at a number of our stores to reduce energy use including installing LED lighting, placing doors on open refrigeration units which has the potential to significantly reduce energy consumption by up to 25–30% and use of energy efficient refrigerants.

In 2019 we will be completing a LED lighting replacement program at priority sites in NSW and installing smart switchboards at a selection of additional sites (we have three switchboards currently in trial phase) to fully assess the energy efficiency benefits of a demand management energy system. The switchboards measure, record and communicate the individual consumption of in-store appliances, allowing us to optimise energy use through analysis of detailed energy use trends and comparisons across locations and store formats.

Waste and recycling

Our operations generate a broad range of solid and liquid waste streams and we aim to reduce the amount

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Resource efficiency focus areas for 2019

- Improving and consolidating environmental reporting, including setting KPIs for waste and water.
- Delivery of LED lighting upgrades at 28 retail sites across NSW.
- Investigate opportunities to roll out additional reverse vending machines across our stores.
- Engaging with private label packaging suppliers on the sustainability of packaging.

of waste we generate and divert waste from landfill wherever possible.

Sustainable packaging

We are a signatory to the Australian Packaging Covenant and during the year prepared our three-year action plan with commitments to improve the sustainability of our private label product packaging. A key focus of this action plan is to work closely with our small local business owners who supply our private label goods. We are aiming to increase awareness of sustainable packaging available and use appropriate labelling to provide customers with clarity on how packaging can be recycled following use.

Removing single-use plastic bags

We recognise that the removal of single-use plastic bags is not only important to our customers but that our business has a part to play to minimise plastics in the environment. From January 2019, we will stop offering single-use plastic bags at all our retail sites and introduce alternatives for our customers including our Foodary hessian bags and reusable bags made from 80% recycled content at all other retail sites.

Never stop caring

Compostable coffee cups

As part of our Caltex Spark initiative, Pak360 were selected to deliver an innovative waste solution for our The Foodary stores.

In collaboration with Pak360, we implemented a pilot at four stores, trialling the use of compostable coffee cups as an alternative to single-use conventional coffee cups. As part of the trial, collection points were available in store for customers to dispose of their cups. Disposed cups were then taken to processing facilities where they were converted into compost and energy rather than going to landfill. We received positive feedback from customers during the trial, with a cup return rate of 10–12% achieved, with this return rate steadily increasing over the course of the trial. We will continue to explore opportunities to compost or recycle our coffee cups and reduce waste to landfill.

Community

We aim to contribute to building strong, inclusive communities that thrive for the long term. We are committed to fostering and maintaining enduring relationships with the communities in which we operate.

Community investment and engagement

Formation of the Caltex Foundation

During the year we reviewed our approach to community investment and established the Caltex Foundation. Through the formation of the Foundation, we are taking a strategic approach and have identified three focus areas: youth and education, safety and underserved communities.

The Foundation will also provide structure and governance over the way we work with community partners, and ensure we focus our community support to have the best social impact we can.

Caltex Best All-Rounder

For over 30 years, Caltex has supported the secondary education recognition program that acknowledges the all-round contributions of final-year students to their schools and communities. Participants excel in academic achievement, attitude, personal conduct, leadership, service to their school and community, sport and the arts.

Community investment and engagement focus areas for 2019

- Delivery of community investment under the Caltex Foundation including building and engaging new partners to leverage for employee engagement.
- Continue to engage with and build relationships with the communities in which we operate.

Interview with Lucy Blair

2015 Caltex Best All-Rounder Recipient

"Since graduating from the Rockhampton Grammar School I've moved to Brisbane to pursue club rowing at the University of Queensland Boat Club and have started a Bachelor of Business Management/Communications at the University of Queensland. I was accepted into the Women's College and I'm now in my second year there. After a successful rowing season, winning two national gold medals, I have stopped rowing to focus on work, university and making the most of college. I'm now working two days a week as a Research Officer at fundraising consultancy and research firm, AskRIGHT.

The Caltex Best All Rounder Award has been recognised and commented on during my interviews and sits proudly on my resume. I believe the award helped me acquire my current position at AskRIGHT. In addition to increasing the success of my applications to the Women's College and to a recent marketing internship program it has helped me get accepted at yourtown.

Being selected as a recipient placed me among high-achieving students across Australia, and it has boosted my confidence. While I've always been sporty, I was flattered and grateful to be recognised for academic achievement and leadership skills. These are very important traits for me, and it was rewarding to be acknowledged for having them."

Proudly partnering

Helping to reduce fatalities on our roads

We are a proud partner of the Australian Road Safety Foundation, and each year the Foundation runs Fatality Free Friday – Australia's largest community-based road safety day that calls for zero fatalities for at least one day.

We held several events at our terminals, depots and other facilities across Australia and encouraged our people and customers to make a pledge to drive safely. This included a campaign at Caltex Star Mart stores around the county to help spread the important message of road safety, encouraging customers to sign our Fatality Free Friday inflatable car.

Supporting veterans

Soldier On

We are a supporter of Soldier On, a not–for–profit organisation that supports those returning from service to secure their future.

Their programs include the provision of employment and training services, health and wellbeing initiatives and supporting initiatives to participate in their local community. During the year we provided office space for Soldier On, hosted a Soldier On employment pathways event, and continued to support veteran employment.

In November, we joined Soldier On's quest to set a new arm-wrestle world record and raise funds to help returned service personnel reintegrate into civilian life once they've return from service.

Never stop caring

Rural Aid

With New South Wales and Queensland facing one of the driest winters on record in 2018, we supported efforts to support our rural communities and farmers.

We donated $100,000 to Rural Aid, a charity set up to provide a central point of focus for rural communities who require assistance. The Caltex donation directly assisted registered farmers in the form of StarCash and other community-support initiatives.

Additionally, we committed to donate $1.00 from every 20 litre Delo® lubricant product used for heavy farm vehicles to Rural Aid for 12 months. This will add up to a substantial reinvestment in the communities who rely on our products for their livelihood.

In addition, we extended the credit terms for some of our worst affected rural customers.

Reconciliation

Our vision is to make a meaningful difference to the lives of Aboriginal and Torres Strait Islander peoples.

We do this primarily by engaging with Aboriginal and Torres Strait Islander communities and by providing employment and training opportunities.

This year we launched our first Reconciliation Action Plan (RAP), identifying 40 actions to achieve our vision for reconciliation: Giving everyone the freedom of opportunity, leaving no one behind. The Plan builds on our efforts over the past six years to recognise and respect Aboriginal and Torres Strait Islander peoples and provides a framework to further advance reconciliation within our company and in our operating communities. Key focus areas for our RAP are:

- Raising awareness by providing opportunities for our employees to engage in Reconciliation activities.

- Building and maintaining relations with Aboriginal and Torres Strait Islander peoples.

- Building a collective cultural awareness and competency.

- Building better education and career pathways for Aboriginal and Torres Strait Islander peoples.

Reconciliation focus areas for 2019

- Strengthening our relationships with key Aboriginal and Torres Strait Islander communities by celebrating National Reconciliation Week, inviting traditional owners to do welcome to countries at our internal and external events and exploring opportunities to support an organisation that focuses on empowering and supporting Aboriginal and Torres Strait Islander women.

- Building on our collective cultural awareness and respect by rolling out a cultural awareness training program, displaying acknowledgement of country signs at our sites and giving our team members the resources to conduct acknowledgement of countries.

- Continuing to provide sustainable opportunities by implementing the Caltex Indigenous Employment and Retention Strategy, engaging with our current Aboriginal and Torres Strait Islander employees to consult on their experiences and reviewing our procurement policies to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.

Never stop caring

Balarinji artwork

The artwork on the front cover of our RAP was originally featured on a Caltex B-Double tanker and was created by Balarinji, an Aboriginal-owned creative design agency.

The artwork depicts the story of tracks that lead along bush creeks under the heat of the northern sun. The tracks follow the creation journeys of spirit ancestors from long ago.

Clans gather at ceremonial camping grounds as season follows season, shelters are built and fires lit, and stories and knowledge are passed from generation to generation.

Participating in the Clontarf Foundation remote experience

We have been a proud sponsor of the Clontarf Foundation since 2011 because we believe that access to education can change lives. Each year, a number of our employees participate in remote experiences at Clontarf Academies. In 2018, our Communications Manager, Amanda Fisher, took part and visited the Clontarf Academy in Port Macquarie.

"Spending three days with the Clontarf Foundation opened my eyes up to what this organisation does. I knew what Clontarf aimed to do – to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men – but I didn't quite understand how.

On the first day we joined the local Clontarf team on the morning school pick-up which started at the crack of dawn. We drove to every house, called the young men if they weren't ready and came back to pick them up. We went to their Academy, a room in the school dedicated to the Clontarf team and a place for the young men to get breakfast or come to hang-out at recess and lunchtime. This day was a special day, we were heading off to a Clontarf hosted employment forum, where around 30 local and national organisations hosted a table for the young men to hear about employment prospects. The Clontarf team had prepared them all – they'd worked with the young men on their resumes, spoke to them about questions they should ask and even made sure they all looked the part. That afternoon, we left for their favourite local camp spot, a place the Clontarf team take the young men as a reward for hard work throughout the school term. This involved some footy on the beach and a traditional dance performance under the stars where the young men, and even some of the Clontarf team, shared a little piece of their culture with us.

Being able to witness the difference the Clontarf team make in the lives of these young men was inspiring and a real privilege. The local Clontarf team empower the young men each day, but above all they are role models. I feel extremely proud to work for a company that supports organisations such as Clontarf and came back to my work with a spring in my step knowing that we're contributing to a better tomorrow."

Amanda Fisher
Caltex Communications Manager

Celebrating NAIDOC week and launching our Reconciliation Action Plan

NAIDOC week is a time of reflection and celebration as we acknowledge the unique history, culture and achievements of Aboriginal and Torres Strait Islander peoples. In 2018 we supported the celebration of NAIDOC week and this year's theme **'Because of her, we can!'** in recognition of the unique role and contribution that Aboriginal and Torres Strait Islander women have had and continue to have on our families, communities and workplaces.

At Lytton Refinery, we proudly supported the Winnam community with NAIDOC festivities as part of the Quandamooka festival and took the opportunity to launch our Reconciliation Action Plan. We joined a Kunjiel (social gathering) and celebrated traditional dance, music and art and heard from local Elders.

We have had a 20-year partnership with the Winnam Aboriginal and Torres Strait Islander Corporation and in particular the Quandamooka Project, a project celebrating the Moreton Bay area with cultural art works and sculptures located at Wynnum Jetty. We have supported Winnam in a variety of ways over the years including providing fuel for the community bus, sponsoring the local non-for-profit Gundala Kindergarten Association, lending a helping hand at events such as NAIDOC Week and engaging with local Elders on community matters. In 2016, Quandamooka Elders blessed and raised the Aboriginal Flag for the first time at our Lytton Refinery.

Image: Balarinji artwork featuring on the front cover of our Reconciliation Action Plan

Business

We are committed to making life easier for our customers together with being ethical, responsible and transparent in how we do business. Central to this is setting and embedding governance procedures and policies that drive a consistent, systematic approach to how we do business.

Innovating for our customers

We are constantly looking at new ways of working, to make life easier for our customers and deliver operational excellence.

FuelPay

Understanding that innovation is critical to our success, our digital team championed a creative approach known as human-centred design to ensure people are at the heart of our new solutions. Taking this approach, we have developed a new mobile app, FuelPay which gives our customers a faster way to pay for fuel.

Running workshops with cross-functional teams across the business at Caltex's C-lab at the Sydney Startup Hub, our Digital Team empowered the business to solve a pain point for our customers: How can I fuel up faster and leave quicker than ever before? The team used human-centred design techniques to perform customer observations, generate insights, ideate solutions, perform test and learn experiments and deliver the final FuelPay mobile app.

Now available at over 600 stores, FuelPay allows our customers to fill up and pay without leaving their vehicles, using only three quick taps on their mobile device. Since the launch, FuelPay has been downloaded more than 150,000 times, and in 2018 67 million litres of fuel were sold.

Human Centred Design Journey Mapping

Arrive	Fuelling/Pay	Depart

Caltex Spark

In 2018, we launched a new program aimed at driving innovation, job creation, and increased productivity. In collaboration with corporate accelerator, Slingshot the program aimed to look for ideas to improve convenience, mobility, retail offers and efficiency. The program offered up to $150,000 of funding to selected participants with the potential to gain additional investment as the projects progressed. Participants took part in an intensive 12-week Spark Accelerator program, working with mentors and other entrepreneurs to fine-tune their projects. Nine out of the 12 businesses short-listed secured a commercial outcome or pilot with Caltex. These included Aglo, AutoGuru, Carbar, Camplify, Conexie, halo, Ordital, Pak360 and Picnic Box.

Demo Day 2018

Innovating for our customers

Voice of the Customer

Voice of the Customer is a new customer experience program we have implemented in our retail stores.

By receiving feedback from our customers, we can improve the experience across our network. The survey uses the net promoter score system and allows us to identify what our stores do well and what needs to be improved to enhance the customer experience.

2018 Voice of Customer Results

Q2	Q3	Q4
65.3	69.0	71.6
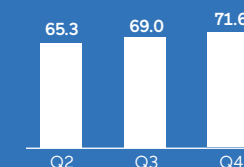
Program launched across our entire network from Q2 2018. Results are averaged Net Promoter Scores (NPS) for April to December in 2018.

Corporate governance

Code of Conduct

In 2018 our Board adopted a refreshed Code of Conduct to guide the actions, decisions and behaviours of our people. The revised Code encompasses four areas:

- Our people
- How we do business
- How we communicate
- Company and personal information

It is the responsibility of all directors, employees and contractors to be familiar and comply with our Code of Conduct.

A new online training module for our refreshed Code has been prepared for delivery in early 2019. Along with completion of training, it will be mandatory for all directors, employees and contractors to sign a declaration of compliance.

All directors, employees and contractors are expected to report suspected breaches of our Code of Conduct, with these recorded, investigated and the outcomes reported. Our Whistleblower Policy provides an avenue for reporting of misconduct and protection from retaliation or victimisation. Click here for a copy of our Whistleblower Policy.

Ethical business practices

Our Ethical Business Practices Policy defines expectations for all employees in relation to behaviour and reporting of any instances of conflicts of interest, bribery and corruption and fraud. We have processes and procedures to support this policy and an online Gifts and Hospitality Register is being developed and will be delivered in early 2019. All of our employees have a responsibility to understand and comply with the expectations set out in this Policy.

Policy dialogue and political advocacy

Caltex seeks to proactively engage with relevant stakeholders across all levels of Government and various industry associations. Public policy and political engagements are handled by the Caltex Government Affairs team in conjunction with representatives from the relevant business unit.

Where new policy considerations are raised which could be relevant to Caltex, or our industry, we endeavour to work with stakeholders in a constructive manner to develop the best evidence-based policy outcomes while seeking to maintain the international competitiveness of our industry and value for our customers.

Key policy issues we are currently engaging on include the Federal Government's Fuel Quality Standards review, supply security and energy policy.

Whilst we do participate in public policy debate on issues relevant to our business, we do not permit direct political donations. Caltex representatives do participate in business engagement forums and similar events organised by political parties where there is an opportunity to hear from and communicate with representatives of parties on public policy issues relevant to the Caltex business.

Tax transparency

As part of our commitment to being open and transparent with our stakeholders, we voluntarily adopted the Tax Transparency Code in 2016, and publicly release an annual statement. You can view our Taxes Paid Report for the period ending 31 December 2018 here.

Risk management

The Caltex Risk Management Framework (CRMF) was implemented in 2006 and provides the means through which we proactively and systematically identify, assess, monitor and report on key risks facing the business and how they are effectively mitigated. This framework comprises both:

• an established risk assessment cadence, methodology and tools; and

• a systematic approach to analysis and reporting of risk performance and control effectiveness.

The CRMF is based on the International Standard for Risk Management (ISO 31000). Material risks (known as Category 3 Risks) are regularly reported to the Board and its Committees. Category 3 risks are those risks determined to have a material impact on Caltex's performance.

In 2018, an independent review of the CRMF was conducted. The Board is satisfied that the CRMF, with the implementation of the improvement opportunities identified from the independent review, will be a sound framework and will support the delivery of Caltex's strategic objectives into the future.

Information and IT security

Caltex, like all companies today, is exposed to the risk of a cyber attack that could cause disruption to operations, loss or manipulation of data, financial loss, or reputational damage. Globally the threat level is rising, with targeted attacks by criminals and other threat actors increasing in velocity and severity.

To keep Caltex safe in the digital landscape we maintain a holistic range of cyber security capabilities. Key elements of the program include:

• Maintaining business awareness through mandatory employee security awareness training, a phishing awareness campaign, and a regular newsletter to promote good security practices by staff.

• Internal detection, response and recovery capabilities including a 24 x 7 monitoring capability in our Security Operations Centre, incident response and management processes, a security assurance program involving regular testing of our systems, and an external bug bounty program which aims to ensure security vulnerabilities are proactively identified and remediated.

• Data Protection, involving the 2018 implementation of a Data Loss Protection tool, personal identifiable information data governance processes, a Data Breach Response Plan, and ongoing PCI–DSS compliance for the use of payment cards in our retail environment.

Responsible procurement

Our External Spend Policy and associated standards aim to ensure that value for money is obtained when purchasing goods and services from suppliers. This includes both financial and non-financial measures, with the aim that all externally sourced goods and services support the safe, reliable and efficient operation of our business.

In 2018, we prepared a Supplier Code of Conduct which sets out minimum expectations for all suppliers seeking to do business with Caltex. This new Code forms part of our broader External Spend Policy and addresses the following topics:

- Labour and human rights
- Diversity and inclusion
- Behaviours
- Health and safety
- Environment and sustainability

Commencing in 2019, we will proactively engage with suppliers to assess their level of compliance with the expectations set out in our Code. When areas of non-compliance are identified, we will work with suppliers to jointly identify and close out appropriate remedial actions. Our new Supplier Code of Conduct can be found here.

Meeting fuel standards

Reliable, quality supply and a strong infrastructure network are keystones of our ability to meet Australia's transport fuel needs. Our product quality specialists oversee the integrity of fuel through our supply chain, including shipping, manufacturing, storage and delivery systems, with the aim of ensuring that our customers receive high quality products, our legal and regulatory obligations are met and performance is consistently high. We continue to work with customers to improve performance and efficiency and develop new products to meet their needs.

Fuel Quality Standards Review

We support the Federal Government's objective to reduce vehicle emissions and improve air quality. Caltex believes that implementation of tighter sulphur standards from 1 July 2027 presents the best option to achieve the Government's aim of tightening fuel quality standards, while providing Australian Refinery's to transition to a low carbon environment.

Key spend areas

hydrocarbons	retail merchandise	indirect spend (e.g. logistics, professional services, energy, construction and maintenance)	20.2^{BN} total procurement spend in 2018	3,891 suppliers

Human rights

Developing our human rights approach has been a focus for 2018.

We have prepared a Human Rights Policy and framework to guide our approach, with the focus on making a positive impact to how people are treated across our value chain. The development of our Policy and framework was guided by the United Nations Guiding Principles on Business and Human Rights, and with consideration of incoming Modern Slavery legislation. Our Human Rights Policy is available here.

Caltex Human Rights Framework

We are establishing an internal Human Rights Working Group to support an integrated business-wide approach and consider opportunities to improve our performance. In 2019, Caltex will focus on developing our human rights due diligence process and overseeing further integration of human rights considerations into our management systems and processes.

Caltex franchisee update

The occurrence of wage underpayment and visa fraud on sites operated by some Caltex franchisees was identified in 2016 and a comprehensive response including education, training, an independently managed confidential whistle blower hotline, an assistance fund and a program of workplace audits across the network was initiated. The focus of the response was to eradicate illegal and unethical employment practices and prevent their recurrence within the franchisee network. Led by senior management as an independent team within the business, the response has continued in 2017 and 2018. Regulators have been kept updated on the progress of the response.

As of December 2018, 496 audits were conducted across all remaining franchise sites operating within the Caltex franchise network. Based on the audit findings, franchise agreements with 164 sites represented by 83 franchisees have been terminated for underpayment or non-compliance with workplace audit requirements. Following termination, sites transition generally to company operation with franchisee employees given the opportunity to join Caltex and retain their positions.

In 2017, an assistance fund was established to support franchisee employees who had not been paid their full wage entitlements by Caltex franchisees. As of December 2018, 281 claims have been approved to the value of $6 million. The business remains committed to the view that wage fraud is unacceptable and depriving employees of their entitlements is illegal and immoral.

Our business focus areas for 2019

- Deployment of Robotics Process Automation tooling to enhance our fresh food ordering processes and reduce waste.
- Prototyping in our digital lab better in store customer experiences such as self and mobile checkout of product and fuel.
- Enhancing our Caltex Risk Management Framework to support effective risk management into the future.
- Delivery of an online training module for our refreshed Code of Conduct.
- Engagement with suppliers on our Supplier Code of Conduct and assessment of compliance with our minimum expectations.
- Establish and deliver a human rights due diligence process including undertaking a risk assessment across our three focus areas (supply chain, employees, community).
- Building employee awareness and capability including delivering targeted training on requirements of the Modern Slavery legislation.

Commitment to human rights	Focus areas		Grievance mechanisms
Human Rights Policy Caltex Code of Conduct Supplier Code of Conduct	**Communities** Contributing to the social and economic development of the community in which we operate; work with communities to understand their priorities and concerns	**Employees and contractors** Provide a safe, secure and inclusive work environment free from discrimination, bullying and harassment, together with fair pay and labour conditions	Whistleblower Policy Caltex Hotline
	Supply chain Consider human rights and set minimum expectations as part of sourcing and purchasing decisions		

Sustainability Performance Data

	2015	2016	2017	2018
SAFETY				
Personal safety				
Total Recordable Injuries				
Fuels & Infrastructure	40	30	36	32
Convenience Retail	8	15	10	52
Corporate	0	0	0	1
Category 2 Severity Injuries				
Fuels & Infrastructure	1	1	3	1
Convenience Retail	0	0	0	1
Total Recordable Injury Frequency Rate[1]				
Fuels & Infrastructure	8.2	6.94	8.23	7.71
Convenience Retail	3.3	5.71	2.94	10.43
Days Away from Work Injury Frequency Rate[2]				
Fuels & Infrastructure	3.69	2.08	2.29	1.45
Convenience Retail	2.06	1.9	0.59	2.81
Fatalities	0	0	1	0
Process Safety				
Tier One Safety event	0	1	1	1
Tier Two Safety event	0	3	2	1
Safety Infringement notices	1	0	4	2
Food Safety Infringement notices	0	0	1	2

1. Total number of occupational injuries per one million hours worked. Occupational injuries include an injury requiring days away from work, restrictions in the work performed or medical treatment.
2. Total number of days away from work per one million hours worked. Days away from work is defined as the number of days a worker is certified by a physician to be unfit to perform normal duties, starting from the day after the incident occurred.

	2015	2016	2017	2018
PEOPLE				
Employee headcount	2988	2989	4592	6629
Permanent full-time	2151	2032	2250	2453
Permanent part-time	538	478	689	2254
Fixed-term contract full-time employees	60	60	46	66
Fixed-term contract part-time employees	0	0	0	66
Casual employees	239	419	1607	1790
Female representation (%)				
Senior Executive	28	27	38	36
Senior Manager	28	28	31	34
Other Manager	22	29	36	42
Professionals	38	38	36	32
Technicians and trade	7	7	6	5
Clerical and administrative	69	70	68	53
Sales	51	50	54	43
Machinery operators and drivers	0	0	1	0
Age (%)				
15–34	32	34	51	55
35–52	47	46	35	32
53–74	21	19	13	12
Female to male salary ratios (%) (like-for-like roles)	1.05	1.03	0.93	1.08
New hires by gender (%)				
Male	55	55	59	55
Female	45	45	41	45

	2015	2016	2017	2018
PEOPLE continued				
Internal promotions (%)				
Male managers (Grade 56+)	67	67	54	66
Female managers (Grade 56+)	33	33	46	34
Male non-managers (</= Grade 55)	43	60	54	54
Female non-managers (</= Grade 55)	57	40	46	46
Employee engagement				
Employee engagement score (%)	58	n/a	n/a	83
Employee participation in employee engagement survey (%)	56	n/a	n/a	73
Voluntary turnover (%)	5	14	20	23
Parental leave				
Employees who took parental leave during the year	75	78	82	118
Employees returning to work after parental leave during the year (%)	97	99	95	95

	2015	2016	2017	2018
ENVIRONMENT				
Carbon emissions[1]				
Scope 1	938,697	733,537	737,663	739,832
– Lytton Refinery (incl Lytton Lubes)	638,437	702,180	708,369	710,907
– Kurnell Terminal	267,353	1,601	1,596	1,595
– Convenience Retail	0	0	0	0
– Other	32,907	29,756	27,698	27,330
Scope 2	197,970	178,273	183,784	210,821
– Lytton Refinery (incl Lytton Lubes)	114,401	126,693	128,991	123,705
– Kurnell Terminal	40,145	13,821	12,607	10,265
– Convenience Retail	19,952	18,735	22,837	55,681
– Other	23,472	19,024	19,349	21,170
Total emissions	1,136, 667	911,810	921,447	950,653
Energy				
Total energy consumed (GJ)	288,734,934	241,324,624	254,144,964	252,861,147
– Lytton Refinery (incl Lytton Lubes)	222,597,019	240,654,584	253,470,068	252,059,387
– Kurnell Terminal	64,481,924	82,222	76,763	67,265
– Convenience Retail	87,079	84,086	104,827	247,076
– Other	568,912	503,732	493,306	487,419
Energy Intensity – Lytton Refinery				
Energy Intensity Index[2]	98.6	96.3	98.8	99.2
Energy Intensity (GJ/ ML)[3]	N/A	1439	1454.5	1431.6

1. Emissions estimates are prepared in accordance with the Australian National Greenhouse and Energy Reporting Determination 2008. Other includes emissions and energy consumption at corporate offices, pipelines, depots and diesel stops and marine fuels.
2. Data is based on Solomon Associates Energy Intensity Index 2010 methodology.
3. Measure of energy consumption in combustion processes compared to the volume (ML) of high valued product rundown. Calculation commenced from 2016.

	2015	2016	2017	2018
ENVIRONMENT continued				
Spills				
Major Spills (Vol (l) >=8,000L)	0	2	1	0
Minor Spills (160 < Vol (l) <8,000L)	5	6	8	5
Marine Spills (Any quantity)	4	3	0	0
Environmental Infringement notices	1	0	1	0
COMMUNITY				
Total community investment ($m)[1]	1.83	2.23	1.787	1.974
Community complaints[2]	102	67	65	32

1. Total community investment value includes management costs and additional contributions to the community including employee volunteering.
2. Community complaint numbers include those from Lytton Refinery, and NSW terminals including Kurnell, Banksmeadow and Newcastle.

GRI Index

GRI Reference	Description	Relevant section/ commentary
GRI 102: GENERAL DISCLOSURES		
Organisational profile		
102-1	Name of organisation	Caltex Australia Limited
102-2	Report primary brands, products and services	Caltex 2018 Annual Report
102-3	Location of organisation's headquarters	Caltex is headquartered in Market Street, Sydney Australia
102-4	Number and name of countries of operation	Caltex 2018 Annual Report
102-5	Nature of ownership and legal form	Caltex 2018 Annual Report, corporate directory
102-6	Markets served	Caltex 2018 Annual Report
102-7	Scale of organisation, including:	2018 Sustainability Report, Performance data
	Total number of employees	Caltex 2018 Annual Report
	Net sales	2018 Financial Report
	Total capitalisation broken down in terms of debt and equity; and	
	Quantity of products or services provided	
102-8	Employee numbers, gender breakdown, employment type, workforce by region, variation in employment	2018 Sustainability Report, Performance data
102-9	Description of the organisation's supply chain	2018 Sustainability Report, Our Business
102-10	Significant changes during the reporting period	This is Caltex's first Sustainability Report
102-11	Explanation of whether and how the precautionary approach or principles is addressed by the organisation	The precautionary principles is reflected in Caltex's approach to risk management, Refer to the 2018 Corporate Governance Statement for further information
102-12	Externally developed economic, environmental and social charters, principles of other initiatives to which the organisations subscribes or which it endorses	Caltex uses the Global Reporting Initiative Reporting framework to guide its sustainability reporting.
102-13	Memberships of associations	Australasian Association of Convenience Stores
		Australian Industry Greenhouse Network
		Australian Institute of Petroleum
		Business Council of Australia
		European Australian Business Chamber
		Gas Energy Australia
		Hydrogen Mobility Australia
		The Sydney Institute

GRI Reference	Description	Relevant section/ commentary
Strategy		
102-14	Statement from the most senior decision-maker in the organisation	Message from the Safety and Sustainability Committee Chair; message from Chief Executive Officer and Managing Director
Ethics and integrity		
102-16	Values, principles, standards and norms of behaviour	2018 Sustainability Report, Our Business
Governance		
102-18	Governance structure	2018 Corporate Governance Statement
Stakeholder engagement		
102-40	List of stakeholder groups	2018 Sustainability Report, Understanding our stakeholders
102-42	Identifying and selecting stakeholders	2018 Sustainability Report, Understanding our stakeholders
102-43	Approach to stakeholder engagement	2018 Sustainability Report, Understanding our stakeholders
102-44	Key tops and concerns raised	2018 Sustainability Report, Understanding our stakeholders
Reporting practice		
102-45	Entities included in the consolidated financial statement	Caltex 2018 Annual Report
102-46	Defining report content and topic boundaries	2018 Sustainability Report, Our approach to sustainability
102-47	List of all material topics	2018 Sustainability Report, Our approach to sustainability
102-48	Restatements of information	This is Caltex's first report
102-49	Changes in reporting	This is Caltex's first report
102-50	Reporting period	2018 Sustainability Report, Our approach to sustainability
102-52	Reporting cycle	2018 Sustainability Report, Our approach to sustainability
102-53	Contact point for questions regarding the report	Message from the Safety and Sustainability Committee Chair
102-54	Claims of reporting in accordance with the GRI Standards	2018 Sustainability Report, Our approach to sustainability
102-55	GRI Content Index	2018 Sustainability Report, GRI Index

GRI Reference	Description	Relevant section/ commentary
SPECIFIC STANDARD DISCLOSURES		
Economic		
201–1	Direct economic value generated	$21,770m
	Economic value distributed	$21,210m
	Economic value retained	$560m
Environmental		
302–1	Energy consumption within the organisation	2018 Sustainability Report, Performance data
302–3	Energy intensity	2018 Sustainability Report, Performance data
302–4	Reduction in energy consumption	2018 Sustainability Report, Our Environment
305–1	Direct (Scope 1) GHG emissions	2018 Sustainability Report, Our Environment, Performance data
305–2	Energy indirect (Scope 2) GHG emissions	2018 Sustainability Report, Our Environment, Performance data
305–5	Reduction of GHG emissions	2018 Sustainability Report, Our Environment, Performance data
306–3	Significant spills	2018 Sustainability Report, Our Environment, Performance data
307–1	Non–compliance with environmental laws and regulations	2018 Sustainability Report, Performance data
Social		
401–1	New employee hires and employee turnover	2018 Sustainability Report, Performance data
401–3	Parental leave	2018 Sustainability Report, Our People, Performance data
403–2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work–related fatalities	2018 Sustainability Report, Our People, Performance data
404–2	Programs for upgrading employee skills and transition assistance programs	2018 Sustainability Report, Our People
405–1	Diversity of governance bodies and employees	2018 Sustainability Report, Our People, Performance data
405–2	Ratio of basic salary and remuneration of women to men	2018 Sustainability Report, Our People, Performance data
416–2	Incidents of non–compliance concerning the health and safety impacts of products and services	2018 Sustainability Report, Performance data