

ASX Release



30 March 2022

2021 SUSTAINABILITY REPORT

Ampol Limited (Ampol) (ASX:ALD) provides the attached 2021 Sustainability Report.

Authorised for release by: the Board of Ampol Limited.

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2021 Sustainability Report

Foundations for the future

Reporting approach

This report is aimed at improving transparency of our most material risks, how we manage these risks and operate responsibly.

We have prepared this report with reference to the Global Reporting Initiative's (GRI) Standards to provide shareholders with comparable information relating to sustainability performance.

This report covers the year 1 January 2021 to 31 December 2021, with the exception of energy and Scope 1, 2 and 3 emissions data, that covers the reporting period between 1 July 2020 to 30 June 2021.

It covers Australian and international operations, with the exception of carbon, energy, water and waste data that is limited to our Australian operations. As part of continuous improvement, we aim to include international carbon, energy, water and waste metrics in future sustainability reports.

In addition to our 2021 Sustainability Report, please refer to our 2021 Sustainability Datasheet and Appendix which contains:

- Performance metrics
- Global Reporting Initiative (GRI) Standards Index
- United Nations Sustainable Development Goals reporting

To provide confidence in the data in this report, we again engaged KPMG to provide limited assurance over selected data sets within our 2021 Sustainability Report, including safety and carbon emissions data. KPMG's Assurance Statement is included at the end of this report.

We welcome feedback on our sustainability reporting and performance. Please email us at sustainability@ampol.com.au

Our 2021 Sustainability Datasheet and Appendix can be found [here](#)

In the spirit of reconciliation, Ampol acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and future, and extend our respect to all Aboriginal and Torres Strait Islander peoples today.

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Message from the Managing Director and CEO and Safety and Sustainability Committee Chair

With the continued disruptions felt around the world during the second year of the COVID-19 pandemic, we are reminded of the important role Ampol plays in keeping Australia and the international locations where we operate moving. This has always been Ampol's foundation – to keep people moving and to make journeys happen. We are truly grateful for the role each and every one of our employees plays in providing services to keep our customers and the communities where we operate connected when most needed. For this, we would like to thank and acknowledge our employees for their commitment, dedication and ambition.

Safety

We always place the highest priority on the safety of our workforce, customers and communities in which we operate. For our Fuels and Infrastructure business, we reduced recordable injuries by 59% since 2020, with Total Recordable Injury Frequency Rate (TRIFR) down to 1.9. For our Convenience Retail business, our performance has continued to improve with TRIFR down from 10.1 in 2020 to 4.6 in 2021.

During the first half of the year we recorded three Tier 2 process safety incidents that all related to spill events by third-party carriers. We put in place comprehensive improvement plans to address these types of incidents, which have delivered a welcome reduction in spills in the second half of 2021.

COVID-19 safe operations, for our people and our customers, has also continued to be a primary focus for our operational teams across the entire business.

People and culture

We know that both today and in the future the success of our business and our competitive advantage relies heavily on the strength of our people, culture and capability. This year we strengthened our Wellbeing Strategy and conducted our second employee engagement and cultural health survey, which saw a 9-point improvement from our 2020 results.

We are very proud of this achievement, but acknowledge we still have work to do. We're taking onboard the feedback we received, and delivering business-specific improvement plans that make Ampol an even better place to work.

We also have a strong diversity and inclusion program in place to support our people including our Women In the Fuels Industry (WIFI), Rainbow Alliance (our LGBTIQ+ network) and to increase representation from Aboriginal and Torres Strait Islander communities. We continue to look at ways to increase the pipeline of female talent and representation in senior leadership positions. In the year ahead we will deliver a range of initiatives to further improve our performance in this area.

We released our first Modern Slavery Statement in 2021 and were pleased to be ranked

Top 20

in the Monash University's ASX100 2021 Modern Slavery Disclosure Quality

Protecting the environment

During the year we have continued delivery of our group-wide environmental governance framework with the objective of aligning all of our business operations with the *ISO14001:2015 Environment Management Systems* standard. We are enhancing our controls to manage leaks from underground petroleum storage systems including a rollout of automatic tank gauging across our entire retail network.

We have continued to transition away from per- and poly-fluorinated alkyl substances (PFAS) contained in legacy firefighting foams, and are rolling out ongoing programs to address legacy contamination to meet regulatory requirements.





Message from the Managing Director and CEO and Safety and Sustainability Committee Chair continued

Supporting our communities

The Ampol Foundation has continued its programs to advance education and community safety and wellbeing, including bringing back the Ampol Best All Rounder Awards in 2021, and continuing strong engagement with our key partners: Surf Life Saving Australia, The Smith Family, Stars Foundation and Clontarf Foundation. Our total community investment in 2021 was \$3.17 million.

Through the passion of frontline employees and the generosity of customers, Ampol raised over \$343,000 for The Smith Family's Winter Appeal, with funds going directly to their Learning Clubs program, that provides targeted educational support to Australian children from disadvantaged backgrounds based on their individual needs. The success of the Winter Appeal was followed by the Donate to Save Lives campaign for Surf Life Saving Australia, delivered in November, with Ampol raising \$145,000 for the organisation.

During the year we also relaunched our workplace giving program; *Fuelling Change*. Over the course of the year, following a relaunch campaign that included implementing a new registration platform, engaging with executives and hosting an event at our Lytton refinery, funds for the program increased by 51% from 2020. With the difficulties faced by all during the COVID-19 disruptions, our employee volunteering program still had a strong focus throughout the year with our people committing 404 hours to support both our Foundation partners and other charitable organisations across the country.

We developed our second Reconciliation Action Plan that sets out our renewed focus on improving outcomes of Aboriginal and Torres Strait Islander peoples.

Climate change and the energy transition

In 2021, we released our Future Energy and Decarbonisation Strategy that included our net zero emissions ambition by 2040 across all our operations. It set out the foundations to assist our customers on their energy transition and our commitment to invest a minimum \$100 million by 2025 to support the development of low carbon solutions.

Since the release of the Strategy, we have developed Energy Management Plans to support delivery of our operational carbon targets and executed a sustainability linked loan that connects our loan facilities to our decarbonisation and investment commitments. We have also developed propriety climate modelling of Australia's transport industry's transition to support our business and strategic planning.

During the year we entered into a supply agreement to power our Western Australian retail operations with 100% renewable energy. Sourcing of renewable energy via this agreement will reduce operational emissions across our country-wide retail network by an estimated 12%.

From 2022, we will strengthen the link between executive remuneration and the delivery of our Future Energy and Decarbonisation Strategies. Measures on operational emissions reductions and on products sold to customers now represent 10% of the short-term executive scorecard.

Looking forward

We remain committed to integrating sustainability across our business throughout 2022.

Our Future Energy ambitions and the launch of our first products are amongst our highest priorities. Our focus is on the rollout of our EV charging network, small-scale trials for energy retailing together with hydrogen and biofuel initiatives. We are working hard to provide low carbon choices for our customers whether they are at home, on our forecourts or at any destination.

Finally, we will be reviewing and refreshing our Sustainability Strategy in the year ahead to better align with our new integrated strategy and ensure we continue to deliver on our purpose of *Powering Better Journeys, Today and Tomorrow*.



Matthew Halliday
Managing Director and CEO



Penny Winn
Chair, Safety and Sustainability Committee

About Ampol

Ampol has been part of the Australian community for more than 100 years.

Ampol is Australia’s market-leading transport energy business, underpinned by strategic infrastructure and customer positions.

Serving over three million retail customers every week, Ampol also caters to a diverse set of business customers in markets such as defence, mining and aviation. Our portfolio of assets includes a branded nationwide retail network of over 1,881 branded sites, 15 terminals, 6 major pipelines, 55 wet depots and a refinery located at Lytton, Queensland. We also have an international presence in the New Zealand fuels markets as the owner of Gull New Zealand, 20% equity interest in Seoil in the Philippines, and trading and shipping operations in Singapore and Houston in the United States. Moving into 2022, we are looking to expand our international operations, to see how we can best position Ampol for the future and become a regional market leader. As we look to acquire New Zealand-based fuel distribution and retailing company Z Energy, subject to shareholder and regulatory approvals.

Being a safe, reliable supplier and leader in premium fuels and convenience is what we’re known for.

Our purpose – *Powering Better Journeys, Today and Tomorrow* – means that we focus on delivering sustainable value for our shareholders, our customers, our people and the communities within which we operate. Also, it allows us to use our key strengths, such as our strategic assets, deep customer base and supply chain expertise, across three pillars that underpin our overarching corporate strategy:



Enhance
the core of our business



Expand
from a rejuvenated fuels platform



Evolve
our energy offer for customers including executing on our Future Energy and Decarbonisation Strategy

For further information on Ampol’s purpose and strategy, refer to the 2021 Annual Report: www.ampol.com.au →

Principal activities

Fuels and Infrastructure



Our Fuels and Infrastructure business sources, imports, refines and distributes fuels and lubricants to a diverse customer base.

~80,000 B2B customers 22.04BL total sales volumes in 2021

Convenience Retail



Our Convenience Retail business manages a network of 684 company-controlled sites to deliver fuel, lubricants and a range of convenience and essential products to approximately three million customers every week.

~3 million weekly customers 684 controlled sites

1,881 sites in branded and AmpolCard-accepting network, largest in Australia

2021 Key performance measures

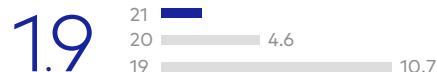
Creating long-term value for our customers, shareholders, communities and our people.

Keeping our people safe and protecting the environment

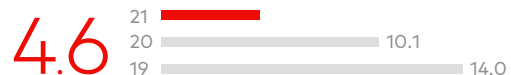
Personal safety

Total Recordable Injury Frequency Rate¹

Fuels and Infrastructure

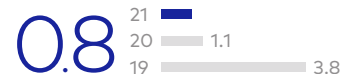


Convenience Retail

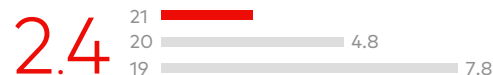


Days Away from Work Injury Frequency Rate²

Fuels and Infrastructure



Convenience Retail



Process safety³

0 Tier One events
0 in 2020

3 Tier Two events
↑ from 1 in 2020

Emissions (tCO₂e)

551,804 Scope 1 231,720 Scope 2 34,946,531 Scope 3⁴

Emissions performance

Fuels and Infrastructure

0.1486⁵
Refining emissions intensity (tCO₂e/KL High Value Product)

0.0025⁶
Terminals emissions intensity (tCO₂e/KL product throughput)

Convenience Retail
102,376⁷
(tCO₂e)

Environment

0 major spills (>8,000L) 8 minor spills (>160L<8,000L) 1 marine spill (any volume)

0 significant environmental events⁸

Engaging our people

Gender pay difference (like-for-like roles)

1.4%

↓ from 1.8% in 2020

1.8%



Cultural health

72%

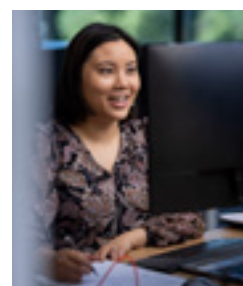
↑ from 63% in 2020



Women in leadership

37.9%

↑ from 37.7% in 2020



8,382 employees (headcount)

\$578m paid to employees⁹

Contributing to communities

Community investment via Ampol Foundation¹⁰

\$3.17m

↑ from \$2.47m in 2020

\$2.47m



Development of second

Reconciliation Action Plan

51% increase in funds contributed to our workplace giving program **Fuelling Change**



Supporting the education of more than **14,270** children

404 hours of employee volunteering

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. A process safety incident is an unplanned or controlled loss of primary containment or any material including non-toxic and non-flammable materials from a process or an undesired event or condition. Process safety events are classified as Tier 1 of greatest consequence or Tier 2 of lesser consequence.
 4. Scope 3 emissions associated with the combustion of sold products in Australia and New Zealand.

5. 2021 baseline figure for Lytton refinery facility (excluding lubricants facility).
 6. 2021 baseline emissions intensity figure for our three largest terminal facilities; Kurnell NSW, Banksmeadow NSW and Newport VIC.
 7. 2021 baseline figure for absolute emissions across our Convenience Retail network.
 8. Class 2 or 3 environmental event resulting in three months or more remediation effort.
 9. Personnel expenses line as per the 2021 Ampol Financial Report.
 10. Total community investment value includes management costs and additional contributions to the community including employee volunteering.

[Introduction](#)[About Ampol](#)[Our Sustainability Strategy](#)[2021 Our Sustainability Strategy in Action](#)[Assurance Statement](#)

Our Sustainability Strategy

In executing our corporate strategy and delivering on our purpose, we recognise our need to take a responsible, long-term view when delivering enduring value to our customers, shareholders, the community and our people.

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Our approach to sustainability and reporting

In executing our corporate strategy and delivering on our purpose, we recognise that we need to take a responsible and long-term view to deliver enduring value for our customers, shareholders, the community and our people. Our approach involves making sustainability core to decision-making at all levels in our business, in a way that balances environmental, social and governance aspects with our broader strategic objectives.

We consider and align our approach with recognised practices and standards and feedback from our stakeholders on material issues.

We continually develop policies and plans to drive progress on our commitments. Key policies and plans include Ampol's:

- Climate Change Position Statement
- Supplier Code of Conduct
- Diversity and Inclusion Policy
- Human Rights Policy
- Reconciliation Action Plan

These documents can be found at www.ampol.com.au



Ampol 2021 ESG rating performance

We benchmark our progress using ESG indices and surveys:



'A' rating



'Average' management score
47.2/100



3/5



Governance 2/10
Environment 3/10
Social 2/10

1. For ISS rating scores, 1 represents the highest score possible.



2019 – 2021 Sustainability Strategy

In 2019 we prepared a three-year Sustainability Strategy that informs and is an integral part of our broader corporate strategy. We have defined sustainability across four pillars.

Safe and responsible business

Being safe and ethically responsible in how we do business. Developing and looking after our people to support the delivery of our strategy.

Continuous improvement and optimisation of assets

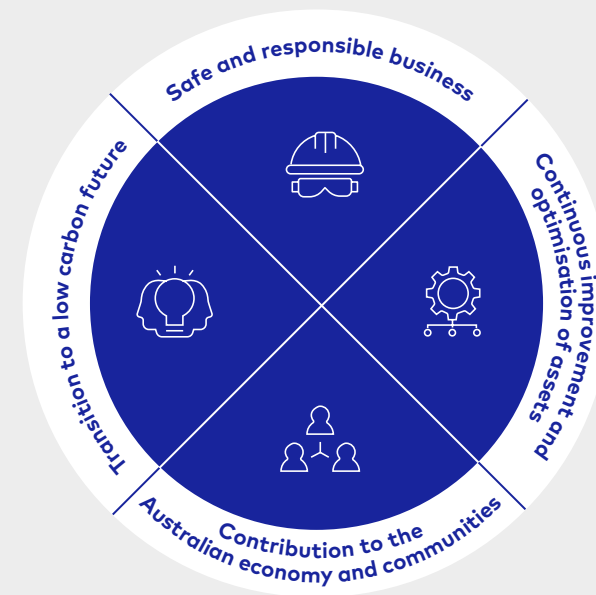
Delivering operational excellence, utilising resources efficiently.

Contribution to the Australian economy and communities

Generating economic benefits for Australia and helping to develop communities in the areas we operate.

Transition to a low carbon future

Future-proofing Ampol and supporting our customers in the transition to a low carbon future. Engaging with our key stakeholders, including shareholders.



As we move into 2022, we will be reviewing and refreshing our Sustainability Strategy to better align with our new integrated strategy designed to drive our business forward and deliver on our purpose of *Powering Better Journeys, Today and Tomorrow*.

UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) seek to address the most significant challenges our world is facing today by the year 2030. Ampol believes that businesses have an important role to play in helping to achieve the SDGs. We have mapped the SDG framework against our Sustainability Strategy and broader corporate strategy, and have identified six goals where we feel we can make the most meaningful impact.

Refer to our 2021 Sustainability Datasheet and Appendix, available on the Ampol website, where we outline the positive contribution we made throughout 2021, together with actions we are taking to mitigate impact.

Our 2021 Sustainability Datasheet and Appendix can be found [here](#)





Sustainability governance

We believe that adopting a high standard of corporate governance is essential to sustaining long-term performance and value creation.

Each year we prepare a Sustainability Plan that supports the delivery of our three-year Sustainability Strategy. Our Plan outlines targets and initiatives to be implemented during the year as well as metrics to measure ongoing performance.

The governance structure we have in place to support the delivery of our Sustainability Strategy is summarised on this page.



Ampol Board	Responsible for corporate governance policies and risk management, including those relevant to sustainability. Approves policies for publication on the Ampol website, key sustainability initiatives and disclosures. Approves Ampol's Sustainability Strategy.
Board Safety and Sustainability Committee	Oversees and monitors the effectiveness of Ampol's Sustainability Strategy and annual Sustainability Plan, as well as sustainability reporting requirements and the management of key social and environmental sustainability risks.
Board Human Resources Committee	Assists the Board to fulfil its corporate governance responsibilities in relation to Ampol's remuneration framework, incentive plans, succession planning, cultural health and engagement as well as diversity and inclusion, and equity policies and strategies.
Ampol Leadership Team	Approves the annual Sustainability Plan and monitors progress of the Plan on a quarterly basis.
Issue-specific management committees	
Strategic Risk Committee	Chaired by the MD and CEO and comprising the Ampol Leadership Team, the Committee provides oversight of strategic risks including climate change. Climate-related focus areas for the Committee include risk management, integration into business systems and processes, disclosures and monitoring of external and emerging developments.
Decarbonisation Project Review Board	Chaired by the CFO, this newly formed group will provide oversight on capital allocation, emissions forecasting, and delivery against public carbon reduction targets.
Future Energy Project Review Board	Oversees the direction of Ampol's future energy strategy and initiatives, led by the EGM New Business and International.
Ampol Foundation Committee	The Committee is the primary decision-making body governing community investment decisions and activities.
Diversity and Inclusion Council	Provides stewardship of our Diversity and Inclusion Strategy outcomes with representatives across Ampol. Chaired by the EGM Fuel Supply Chain.
Sustainability function	Works across the business to coordinate and support delivery of the Sustainability Strategy.



Identifying and managing risk

We recognise that we are exposed to a range of strategic, operational, regulatory, compliance, socio-political and financial risks associated with the operation of our business. To manage risk appropriately and effectively, we have an enterprise risk management framework in place, supported by a three lines of defence governance structure that aligns with the *ISO 31000:2018 Risk Management* standard and the *ASX Corporate Governance Principles and Recommendations*.

The Ampol Board oversees our enterprise risk management framework and is responsible for satisfying itself that management has developed and is implementing an effective risk management system.

A summary of Ampol's material business risks and their mitigation plans are set out in our [2021 Annual Report](#).



Changes in the external environment

Emerging trends, global forces and changing behaviours continued to be key themes throughout 2021.

As Australia's largest fuel supplier, we have an important role to play when adapting to changes in the external environment and minimising our exposure to potential disruptions to help us better serve our customers and communities in the future.

International action on climate change

In 2021 there was widespread endorsement of the scientific consensus and global action on climate change. The release of the first instalment of the Intergovernmental Panel on Climate Change (IPCC)'s Sixth Assessment Report in August, focused on the physical science behind climate change, how it's changing and current possible climate futures. With global surface temperatures having warmed 1.07°C since the start of the industrial revolution, and the rapid and large-scale action required to meet the 2015 Paris Agreement, the IPCC report reaffirmed our position on climate change and our transformational journey as we execute our Future Energy and Decarbonisation Strategy.

The United Nations Framework Convention on Climate Change's (UNFCCC) 26th Conference of Parties (COP26) took place over October and November 2021 in Glasgow, Scotland.

A representative from Ampol attended the conference to engage in key discussions and bring back important information that will assist us with our business planning and prioritisation of decarbonisation initiatives. The signing of the Glasgow Climate Pact by attendees through which parties agreed to meet in 2022 with more ambitious 2030 emission reduction targets, as well as 24 developed nations pledging to work towards sales of new cars and vans in leading markets being zero emissions by no later than 2035. These were two of the biggest commitments that have the potential to determine the pace at which Ampol undergoes its energy transition.





Changes in the external environment continued

Fuel security

In the early stages of the COVID-19 pandemic, the Federal Government announced a plan to review and boost Australia's fuel security to withstand any future unprecedented disruptions. The *Fuel Security Bill 2021* was announced in May, with the legislation providing the two remaining fuel refiners (including Ampol's Lytton refinery) with access to a variable Fuel Security Services Payment (FSSP) up until mid-2027. The policy also established requirements for refineries and importers to maintain a Minimum Stockholding Obligation (MSO) of fuel. The package is structured to allow a high level of support when refining margins are low and no support when refining margins are high, thus reducing volatility in earnings from refining and providing substitute government support when it is needed most. The package also provides support to upgrade refineries to produce ultra-low sulphur petrol by the end of 2024. The Australian fuel industry, including Ampol, will be required to hold minimum stocks of 24 days of petrol and jet demand and 20 days of diesel demand from July 2022, with a 40% increase in diesel holdings required from July 2024. Ampol welcomed the package, as it has resulted in us continuing to preserve 550 manufacturing jobs and keep our refining operations at Lytton, Queensland open. These skills and roles, together with the asset, will be important for us to support energy security in the short-term and support Australia's energy transition.

Australia's net zero commitment

In October, Australia joined the growing list of countries committing to net zero by 2050. The release of Australia's *Long Term Emissions Reduction Plan* outlines how Australia plans to reach net zero, which includes a \$20 billion investment in low emissions technologies over the coming decade. In November, the Federal Government also released their *Future Fuels and Vehicles Strategy* outlining how they will work with the transport sector to increase the uptake of hybrid, hydrogen, electric and biofuelled vehicles, while maintaining fuel security, promoting economic growth and reducing emissions. Ampol welcomes the opportunity to work with the government to help grow towards a low carbon future in the transport sector. We believe a collaborative approach between government and industry will be key to achieving Australia's decarbonisation goals.

Policy and strategic actions from the government have also included the establishment of Low Emission Technology Partnerships with key countries around the globe, including Singapore, Japan, South Korea, Germany and the United Kingdom, with more likely to come over time. These strategic partnerships will explore both technologies and energies across applications and will become valuable to Australia as it seeks to continue the journey towards net zero by 2050.



COVID-19

The COVID-19 pandemic has shifted the relationships between the environment and our livelihoods. There has been mounting pressure globally for the economic COVID-19 recovery to have a strong focus on addressing climate change. In the United States, President Biden's \$2.2 trillion Build Back Better Act includes funding towards clean energy and climate change provisions, with a focus of achieving a carbon pollution-free power sector by 2035. In the European Union, 37% of the €750 billion NextGenerationEU (NGEU) package is dedicated towards fighting climate change, with a focus on biodiversity protection. The OECD has also placed further emphasis on the economic recovery of their 38 member countries to have a low carbon "green" focus.

Treatment of women in the workplace

2021 marked a salient year when it came to the treatment of women in workplaces around Australia. Following a string of high-profile scandals and sexual assault allegations, a nationwide focus on inequality experienced by women across the country was sparked. Momentum continued in March with the March4Justice protests taking place around the nation, where women and their allies gathered to voice their frustration towards the lack of progress on equality and a call for action to implement all of the 55 recommendations from the Australian Human Rights Commission's 2020 Respect@Work report. This has resulted in a change in the national dialogue with regards to how women are treated in workplaces, including an increased focus on key issues such as abolishing harassment, equal pay and removal of entry barriers such as a lack of affordable childcare.



Industry collaboration

To help better inform our decision making, we participate in several industry forums to contribute towards policy dialogue and development. This participation allows us to share ideas and experiences with our peers, and to help us identify strategies to pursue opportunities and address the challenges our industry faces.

We participate in many cross-industry associations and other business forums, including:

- Global Compact Network Australia
- Australian Hydrogen Council
- Electric Vehicle Council
- Australian Institute of Petroleum
- Business Council of Australia
- Australian Industry Greenhouse Network
- Gas Energy Australia
- Carbon Market Institute
- Australia Climate Leaders Coalition
- Australian Industry Group

Investor engagement

We routinely engage with our investors on our ESG performance, and conducted two roadshows during 2021. These meetings were attended by our MD and CEO and members of the Ampol Leadership Team, together with the Chair of the Board's Safety and Sustainability Committee. The engagement sessions provided us with the opportunity to update investors on our Future Energy and Decarbonisation Strategy, our broader ESG agenda and to seek feedback on future plans.

Focus areas for investors during the year included these ones.

- The 'test and learn' Future Energy projects we are currently delivering and how our Future Energy team is being built
- Australia's energy transition trends and where Ampol has a right to play to deliver energy solutions for customers now and into the future
- How the energy transition might be financed and how we are accessing 'green' finance
- How we are managing climate-related risk including building a shadow carbon price into our capital planning and investment decision making and undertaking climate scenario modelling
- How we will meet the operational carbon emissions reduction targets we have set ourselves
- Our safety, environmental and community performance and the work we are doing to manage modern slavery risks in our supply chain

2021 sustainability performance

In our 2020 Sustainability Report we set annual public commitments to support the delivery of our Sustainability Strategy. Internally, we prepared a corresponding program of work to support the achievement of these commitments, with progress overseen by the Ampol Leadership Team and the Board's Safety and Sustainability Committee.

In 2021, we have made good progress against the 15 commitments we set ourselves in 2020, some of which are medium-term in nature and therefore progress is ongoing.

Further detail on why 2021 commitments where not met or delayed is included in the body of this Sustainability Report.



67%

✓ Achieved

13%

→ In progress

20%

✗ Not achieved or delayed



2022 sustainability commitments

In addition to the commitments below, in 2022 we will be refreshing our Sustainability Strategy to better align with our new integrated strategy and ensure we continue to deliver on our purpose of *Powering Better Journeys, Today and Tomorrow*.

Safe and responsible business

Being safe and ethically responsible in how we do business. Developing and looks after our people to support the delivery of our strategy

Safety

- 1 Continue to deliver the Convenience Retail and Fuels and Infrastructure safety strategies to delivery industry top-quartile performance

Gender diversity

- 2 Increase the representation of women in senior leadership roles to 40%
- 3 Manage our gender-based pay differential in like-for-like roles to +/- 1%

Wellbeing

- 4 Implement the Ampol Wellbeing Strategy, prioritising increased workforce engagement, uplift in leadership capability and enhanced technology and networking platforms

Ethical business practices

- 5 Refresh Ampol's anti-bribery and corruption policy



Continuous improvement and optimisation of assets

Delivering operational excellence, utilising resources efficiently

Energy

- 6 Execute Energy Management Plans including delivering energy and process efficiency trials to test if suitable for broader application
- 7 Rollout rooftop solar panels across our Retail network in conjunction with EV charging station installations

Waste

- 8 Trial initiatives to reduce waste going to landfill from our retail network including container recycling, food donation and sustainable packaging solutions



Contribution to the Australian economy and communities

Generating economic benefits for Australia and helping to develop the communities in the areas we operate

Supporting communities in need

- 9 Continue to deliver our employee giving program, *Fuelling Change*, and volunteering programs for employees, targeting a 20% increase in participation levels from 2021
- 10 Continue to deliver community programs focused on education and community wellbeing and safety, including through partnerships with The Smith Family, Surf Life Saving Australia, Clontarf Foundation and Stars Foundation. Deliver a 10% increase in total community investment contribution in 2022
- 11 Deliver our second 'Innovate' Reconciliation Action Plan and by December 2024 increase the employee population who identify as Aboriginal and/or Torres Strait Islander peoples (Australian workforce only) to 3%



Transition to a low carbon future

Future-proofing Ampol and supporting the transition to a low carbon future. Engaging with our key stakeholders including shareholders

Energy transition

- 12 Deliver our Future Energy Plan including ARENA EV charging rollout, small-scale energy retailing and development of biofuels strategy

Climate change

- 13 Release of further climate disclosures aligned with the Task Force of Climate-related Financial Disclosures (TCFD) framework in Q4 2022
- 14 Continued climate change advocacy including through our Australian Climate Leader Coalition membership





2021 Our Sustainability Strategy in Action
Safe and responsible business

For Ampol, our goal is to continually improve the standard of safety across our business.



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Safe and responsible business

Continuous improvement and optimisation of assets

Contribution to the Australian economy and communities

Transition to a low carbon future

Personal safety

Total Recordable Injury Frequency Rate



Days Away from Work Injury Frequency Rate



Process safety



Environment

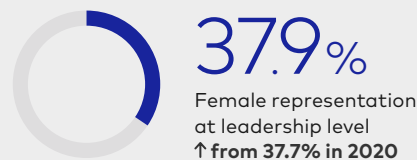
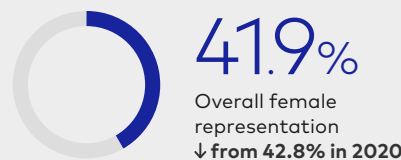
- 0 major spills (>8,000L)
- 8 minor spills (>160L<8,000L)
- 1 marine spill (any volume)



Employee engagement



Diversity



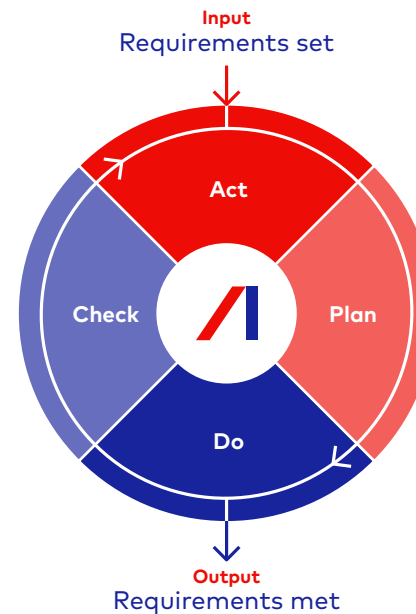
Safety

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

We are committed to responsible management practices that minimise any adverse health, safety or environmental impacts while we enhance our activities, products and services. We believe a systematic approach to managing operational excellence is critical to sustaining Ampol's performance and culture over the long term; it also provides a strong foundation for our growth and continuous improvement.

The Ampol Operational Excellence Management System (OEMS) is a systematic approach for managing risks associated with key business objectives and outcomes. Through disciplined application of the OEMS, we integrate minimum expectations and required behaviours into daily operations.

The OEMS consists of 12 management system elements and 9 risk-based key control elements. The elements are sequenced to align with the Plan-Do-Check-Action (PDCA) cycle.



Act	- OEMS Element 12: Management Review, Reporting & Continuous Improvement
Plan	- OEMS Element 01: Leadership Accountability & Governance - OEMS Element 02: Planning Objectives & Targets - OEMS Element 03: Consultation & Communication
Do	- OEMS Element 04: Risk Management - OEMS Element 05: Management of Change - OEMS Element 06: Training & Competency - OEMS Element 07: Security & Resilience - OEMS Element 08: Third-Party Goods & Services - OEMS Element 09: Document & Records Management - OEMS Risk-Based Key Control Elements 13-21
Check	- OEMS Element 10: Incident & Injury Management (Response, Reporting & Rectification) - OEMS Element 11: Performance Monitoring & Audit



2021 Safety performance

Fuels and Infrastructure

Fuels and Infrastructure continued to deliver improved personal safety performance in 2021 with a 59% reduction in recordable injuries from the previous reporting period.

The business achieved a Total Recordable Injury Frequency Rate (TRIFR) of 1.9 in 2021 (down from 4.6 in 2020) and seven total recordable injuries throughout the year. Impacted days associated with these injuries have also reduced by 27%, reflecting a reduction in injury severity and a concerted effort on injury rehabilitation and recovery. These outcomes are the result of a continued focus on personal safety through the delivery of fit-for-purpose projects and campaigns led by management, supervisors and frontline personnel. Continuous improvement initiatives delivered during the year include:

- A peer support program at the Refinery to support employees facing personal challenges affecting their mental health and wellbeing
- A Fit For Work program focusing on degenerative conditions across the employee lifecycle in the Aviation business. The program's goal is to address the issues associated with an aging and long-tenured workforce that undertake repetitive manual handling tasks

These successful initiatives will be considered for further implementation across our Fuels and Infrastructure supply chain in 2022.

During the first half of the year we recorded three Tier 2 process safety incidents all related to spill events. The first event occurred at the Lytton Lubricants Terminal, where approximately 1,800 litres of Mould Oil accidentally drained from a tank into a bunded area. The second spill event occurred at Lytton Fuel Terminal, where approximately 410 litres of gasoline was spilled onto the loading rack drain tank from an unsecured fitting on a third-party carrier tanker. The product was contained and recovered; however, the event was also classified as a potential Tier 1 process safety event. The third event occurred at the Ampol Fawkner retail site during the unloading of gasoline by a third-party carrier and was also classified as a Potential Tier 1 process safety event. Detailed investigations into these incidents have occurred, with the following improvements put into place:

- All third-party carrier incidents were the subject of an intensive Carrier Safety Intervention (CSI) program that was implemented over a three-month period in mid-2021. Field inspections were performed, as well as engagements with the carrier company management teams in relation to the incidents
- Ongoing engagement between Ampol Safety and the carrier management teams to ensure focus and governance of safe and reliable operations is continually improved and performance is managed within Distribution

Convenience Retail

Convenience Retail has continued to achieve improvements in safety culture and leadership.

Our Total Recordable Injury Frequency Rate (TRIFR) has reduced to 4.6 (from 10.1 in 2020) with a total of 34 recordable injuries throughout 2021. Our year-on-year safety improvement has resulted in both the frequency rate and recordable injuries outperforming the levels achieved in 2018 when there was a smaller cohort of Company operated stores.

Improvements have been achieved across all injury categories with significant reductions in the incidence of slips, trips and falls as well as manual handling. Pleasingly, there have been no Category 2 injuries recorded in 2021.

Improvements in safety performance have been achieved through specific actions that continue to strengthen our safety culture which include:

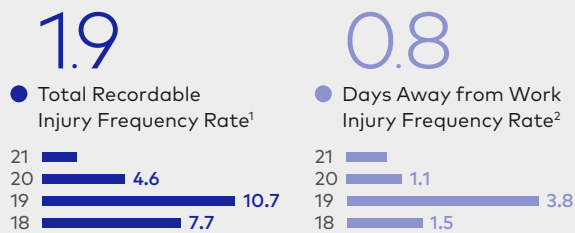
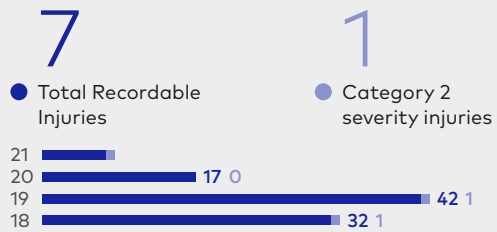
- A leadership driven approach to safety communication. Our senior managers have driven messaging around safety behaviours, positive safety culture and learnings around incidents and near misses
- Ongoing safe work practice communication through regular and predictable safety messaging and sharing of 'safety stories' through our updated safety black spot program
- Dedicated projects to enable the re-engineering of higher risk tasks including traffic management, LPG-related activities and fuels management
- Launch of a refreshed core compliance assurance program, with 100% of all staffed sites audited in 2021
- Effective COVID-19 controls with zero cases of transmission across our sites and implementation of wellness programs
- Continued implementation of our multi-year security framework to apply controls to higher risk sites



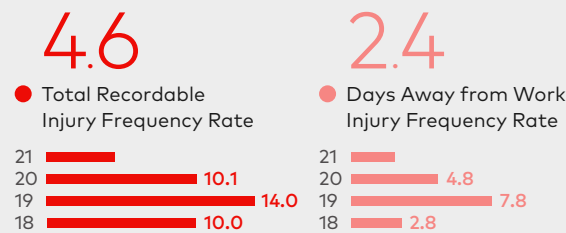
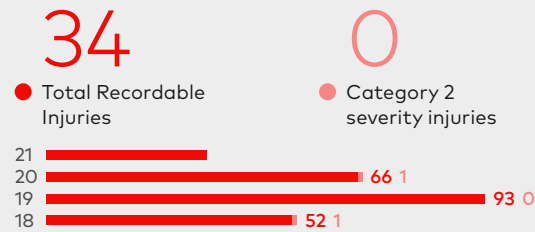


Safety performance data

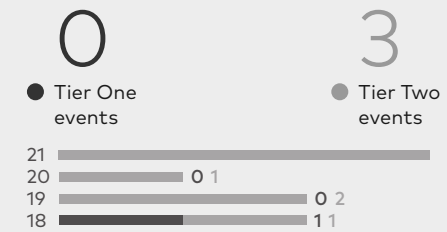
Fuels and Infrastructure



Convenience Retail



Process safety³



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. A process safety incident is an unplanned or controlled loss of primary containment or any material including non-toxic and non-flammable materials from a process or an undesired event or condition. Process safety events are classified as Tier 1 of greatest consequence or Tier 2 of lesser consequence.



Environmental management

Protecting the environment is central to our social licence to operate. We recognise that we need to apply the same strong focus to the environment as we do to bringing our people home safely every day.

During the year we have continued the delivery of our group-wide environmental management governance framework and strategy, with the objective of aligning our business operations with the principles set out in the *ISO14001:2015 Environment Management Systems* standard and improving our performance over time. Key focus areas at the group level include:

- Enhancing the capturing and reporting of environmental performance data across our business
- Development of a tool to enhance our tracking of risks associated with legacy contamination including meeting compliance and stakeholder expectations

2021 Environmental performance

Fuels and Infrastructure

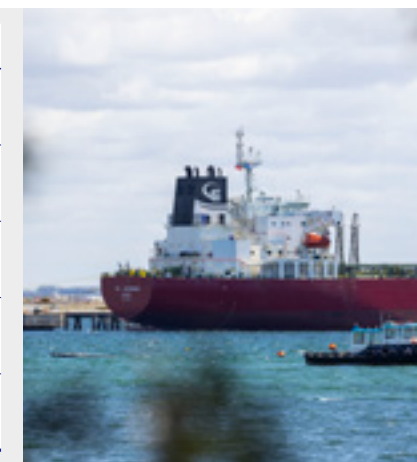
In 2021 we conducted a review of soil and groundwater conditions at our fuel storage facilities, both those in operation and decommissioned, and from this have developed a detailed assessment plan including gathering additional information to ensure we adequately manage environmental risks associated with our facilities. Commencing in 2022 and in subsequent years, following the detailed assessments, we will be developing and implementing appropriate mitigation plans so that we can continue to meet compliance and community expectations.

Convenience Retail

- To enhance controls in environmental risk management, a number of initiatives were progressed during the year. These included:
- A refreshed Underground Petroleum Storage System (UPSS) risk model that assesses each site based on individual characteristics
 - The implementation of additional controls including a program of proactive equipment integrity testing as well as enhancements to existing Statistical Inventory Reporting Analysis (SIRA) tools
 - A multi-year risk-based UPSS replacement program together with a rollout of Automatic Tank Gauging (ATG) is underway. The ATG rollout will be completed in 2023, providing us with full coverage across our network

There have been no Category 3 environmental events in 2021.

Total numbers	2018	2019	2020	2021
Major spill >8,000L	0	0	0	0
Minor spill >160L <8,000L	5	5	4	8
Marine spills (any quantity)	0	3	0	1
Class 2 Environmental event	n/a	n/a	0	0
Class 3 Environmental event	n/a	n/a	1	0



As part of the remediation plan from a previous Category 3 incident at Holt in the Australian Capital Territory we have partnered with the Ginninderra Catchment Group (GCG) and The Ginninderry Conservation Trust, both community-based groups, and are providing them with funding to support projects underway to preserve and improve waterways close to the site.

PFAS

Per- and poly-fluorinated alkyl substances (PFAS) are manufactured chemicals used to make products resistant to heat, stains, grease and water. PFAS chemicals are persistent in the natural environment and can accumulate over time, resulting in a negative impact on animals, plants and water streams.

In response to the Queensland, South Australian and New South Wales governments introducing legislation requiring the transitioning of PFAS firefighting foams to a non-bio persistent grade foam, we have developed transition plans to meet these requirements together with the management of legacy contamination associated with historical PFAS foam usage on Ampol sites. To date, we have transitioned more than 60,000 litres of PFAS firefighting foam stocks, with several large transitions scheduled for completion by Q3 2022. We have been actively involved in the testing of replacement products and have undertaken assessment of legacy contamination in accordance with the PFAS National Environmental Management Plan (NEMP). We will continue to engage proactively and routinely with relevant regulatory agencies, global industry bodies and external stakeholders as we transition away from PFAS.



Security and resilience

Ampol applies an integrated better practice approach aligned with international standards towards the security and resilience of the group and its operations, wherever that may be.

We have put in place a systematic and tested Incident Management and Emergency Response program and have embedded capabilities to act as a strong foundation to minimise the impact disruptive events could have on our business. We deliver training and undertake assurance at all levels of our business, including at the Board level, to ensure our operations are and remain resilient and we can continually deliver to our customers.

Ampol provides key industry representation on external bodies like the Resilience Expert Advisory Group, Oil and Gas Security Forum as part of the Commonwealth Critical Infrastructure Resilience Network, as well as security and resilience thought-leadership within the School of Social Science at the University of Tasmania.

People and culture

We recognise the critical role our workplace culture plays in executing our strategy and delivering on our purpose. We are committed to connecting our people to our purpose and strategy, and continually evolving our ways of working to engage our people and to meet the changing needs of our customers.

Building from the momentum of a refreshed purpose and Ampol brand, 2021 has been a year where we have focused on strengthening our culture to be bold, nimble and ambitious.

In 2020 we undertook our first Ampol Culture Survey utilising the Ernst & Young Cultural Fitness Diagnostic tool to help us measure the key drivers of cultural health and how the attributes of employee motivation, positivity and cultural inhibitors change over time. The results from this survey provided us with a clear baseline result, as well as insights into what makes Ampol a great place to work, and what areas we need to focus on to help improve and enhance our performance through culture.

Throughout 2021 we focused on connecting our people to our purpose and strategy and engaging them through refreshed performance and reward and recognition programs.

We undertook our second Ampol Culture Survey in 2021, which showcased a nine-point improvement in engagement from 63% to 72%.

Our recent culture survey results indicate that employees are more motivated and positive about working at Ampol and are excited for our future compared to the 12 months prior. Key highlights that came through were:

- We continue to work collaboratively with a strong drive to achieve results
- Our customers remain at the centre of everything we do
- We are experiencing greater ambition and adaptability as an organisation

The results also highlighted where we can improve our engagement and support of our teams as we continue to transform. These include:

- Continuing to evolve the way we support overall wellbeing and the balance between work and home life
- How we continue to recognise, engage and value our people and their contributions
- Focusing on prioritisation and efficiencies in how we work to reduce the experience of unrealistic expectations and being overworked

Learning and building from these results, 2022 will see the continuation of work to embed the key drivers of strong motivation and positivity with our leaders leveraging business-specific plans as part of our focus on making Ampol an even better place to work.



Our new head office in Alexandria

In December, we opened the doors to our new head office in Alexandria, NSW. This newly built facility is set up for our new approach to hybrid ways of working, including several neighbourhoods on each floor, a variety of formal and informal workspaces, outdoor social areas and a ground floor café. We believe our new office provides not only a welcoming space for our employees, customers and the broader community, but is an opportunity to promote a sense of community and innovation amongst our people. Our office has achieved a NABERS base building performance of 5.5 stars and includes the installation of solar panels estimated to produce approximately 144,000 kWh/year.



Wellbeing Strategy

We consider the wellbeing of our people to be extremely important; it goes hand-in-hand with our safety culture and value of *Never Stop Caring*.

In 2021, we strengthened our Wellbeing Strategy to deliver a more structured and coordinated approach across the business. Our updated Wellbeing Strategy was fully endorsed by the Ampol Leadership Team and focuses on three key pillars:

- **Physical wellbeing** – making the right choices to avoid preventable diseases and conditions and to live in a balanced state of body, mind, and spirit
- **Mental wellbeing** – supporting our people to deal with the changes and challenges life throws at us and to live life in a positive and meaningful way
- **Social wellbeing** – supporting the making and maintaining of meaningful positive relationships and regular contact with other people in our world – family, friends, neighbours and co-workers

We recognise that the wellbeing, health and wealth of the whole person enables our people to contribute fully to outcomes both at work and to the communities in which they operate. We also recognise that personal conditions and circumstances affect our wellbeing, and the extent to which they impact our work, or presence in the workplace, will vary from person to person. We will continue the implementation of our Wellbeing Strategy throughout 2022 ensuring strong alignment with the key insights we received from our recent Culture survey.



Family and domestic violence leave

We are committed to supporting our people who are experiencing family or domestic violence (FDV) through the provision of paid leave on a confidential basis. The purpose of such special leave is to enable our employees who are experiencing FDV to attend to legal matters (such as attend court), seek counselling and medical support, deal with government agencies, seek alternative accommodation and other such similar purposes as is required on a case-by-case basis. In addition to leave, our employees are encouraged to utilise our EAP services.

Continuing to adapt to COVID-19

The ongoing disruptions from COVID-19 continued to test our commitment towards keeping our people, our customers and the community safe.

With the measures that were put in place by our Crisis Management Team at the start of 2020, our people have continued to demonstrate resilience and adaptation to where and how they work, all whilst maintaining our operations and delivering for our customers and communities.

During 2021 we continued to focus on what we could do to protect ourselves and each other including supporting the uptake of COVID-19 vaccinations. In September 2021, we signed a Business Council of Australia open letter alongside 160 other businesses encouraging Australians to come together and get vaccinated as a path forward. We also launched an Ampol-wide initiative to gift any fully vaccinated employee a \$50 gift card as our way to say thank you for helping to protect the people around them, and as a sign of appreciation to our frontline workers who continue to deliver essential services for the community.





Diversity and inclusion

Our approach to diversity and inclusion, plays a key role in ensuring our employees have a rewarding and positive experience at work, which in turn contributes to Ampol's long-term success.

Our Diversity and Inclusion Council provides stewardship towards the outcomes within our Diversity and Inclusion Strategy. During 2021 we continued to build momentum in our commitment to diversity and inclusion by appointing a new executive sponsor and ensuring appropriate senior representation on our Council that provides a strategic oversight role across Ampol. We continue to create a work environment where people feel comfortable to bring their whole self to work with a sense of belonging within their teams.

Throughout the year, we recognise and celebrate cultural days and events including R U OK Day, Harmony Day, International Women's Day, World Aids Day, International Day of Persons with Disabilities and National Reconciliation Week and NAIDOC Week. These celebrations are led by our employee working groups and our Diversity and Inclusion Council. We participated in the Australian Workplace Equality Index (AWEI) for the first time to better understand our current performance and opportunities available for improvement.

Women in the Fuels Industry

Our Women In the Fuels Industry (WIFI) continues to be an active employee support network promoting inclusiveness at their regular events. The group celebrated their five-year anniversary in 2021 and doubled their membership numbers over the last twelve months. In 2022 WIFI will be focusing on the professional development of their members through both internal and external networking events. Internally, WIFI "Development Circles" will be launched which is a six-month program led by a senior leader focused on coaching and mentoring a cohort of WIFI members. Externally, WIFI is the conduit to National Association of Women in Operations (NAWO) events.



Ampol Rainbow Alliance

Our Ampol Rainbow Alliance (ARA) is an employee working group that embraces and promotes support for the LGBTIQ+ communities within Ampol and beyond. The group's ambition is to drive initiatives that raise awareness, provide education and increase inclusivity for LGBTIQ+ family, friends, and colleagues. The ARA drives initiatives to increase inclusivity for those of diverse sexualities and genders and is an integral part of our Diversity and Inclusion strategy. Through the group's work, Ampol continues to be a proud member of Pride in Diversity; Australia's first and only national not-for-profit employer support program for all aspects of LGBTIQ+ workplace inclusion.

Respecting human rights

We recognise that we have a role to play in respecting and advancing fundamental human rights.

We're committed towards conducting our business in a way that respects human rights across our employees, customers, suppliers and the communities in which we operate.

Our Human Rights Policy is based on the United Nations Guiding Principles on Business and Human Rights and our commitment incorporates the International Bill of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

Throughout the year, we attended the LGBTQ Inclusion Awards and delivered LGBTIQ+ awareness training to the Ampol Leadership Team. Across Ampol, we rolled out education on the use of gender pronouns, released an inclusive language guide and collaborated with the employee group WIFI to help celebrate LGBTIQ+ women. We also introduced gender neutral bathrooms at our new Alexandria office.

We also proudly supported Sydney Gay and Lesbian Mardi Gras, IDAHOBIT, Wear it Purple Day, and World AIDS Day amongst other days of significance through various awareness campaigns and virtual events.

Modern Slavery

Ampol recognises the reach and magnitude of the issue of modern slavery.

Eradicating modern slavery is not just a compliance issue for Ampol, it is a moral imperative that our business forms part of the solution towards eliminating modern slavery and human trafficking.

In 2021 we released our first Modern Slavery Statement. To develop the Statement, we mapped our supply chain, undertook a high-level modern slavery risk assessment and prioritised high-risk areas in our supply chain. From this, we embedded a formal modern slavery risk assessment and management process into our dealings with business partners and suppliers and delved into the risk areas which we have identified as top priorities. This has included undertaking site audits to identify any evidence of modern slavery and working with suppliers to improve performance where required. We have also continued to update contractual clauses and tender questions, ensuring that engagement with counterparties on modern slavery commences early on.

Beyond our direct employees, partners and suppliers, we are taking a risk-based approach and engaging third parties, such as our customers and industry peers, to identify collaboration and shared learning opportunities to eradicate modern slavery. We are planning to publish our second Modern Slavery Statement in mid-2022.

Our Modern Slavery Statement 2020 was rated top 20 in the Monash University's modern slavery disclosure scoring. [Read our Modern Slavery Statement here](#) →



2021 Planned actions and performance

Safety

Embedding our refreshed Operational Excellence Management System (OEMS) into the first line throughout 2021	→ In progress
Continued delivery of the Convenience Retail and Fuels and Infrastructure safety strategies	✓ Achieved

Gender diversity

At least 40% of senior leadership roles held by women by 2022	✗ Not achieved or delayed
<i>In 2021, we made some progress towards achieving our target, increasing the representation of women in senior leadership roles to 37.9%. In 2022 we will continue to focus on the promotion of internal female talent and increasing the gender diversity of our external talent pipelines as we strive towards 40% women in senior leadership roles.</i>	

Make tangible progress towards eliminating our gender-based pay differences on a like-for-like job level basis, shifting our pay equity difference to <1.2% for like-for-like roles by 2022	✗ Not achieved or delayed
<i>In 2021, we made progress in our goal to eliminate the gender-based pay difference, moving it from 1.8% to 1.4% for like-for-like roles. From 2022, we are committed to managing our gender-based pay differential in like-for-like roles to +/- 1%.</i>	

Wellbeing

Strengthening the Ampol Wellbeing Strategy to deliver a structured and coordinated focus across the business in 2021	✓ Achieved
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Ethical business practices

Review and update of the Ampol Code of Conduct and Ethical Business Policy in 2021	→ In progress
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Future priorities

Our future focus areas and commitments are outlined below.

Safety

- 1 Continue to deliver the Convenience Retail and Fuels and Infrastructure safety strategies to delivery industry top-quartile performance

Gender diversity

- 2 Increase the representation of women in senior leadership roles to 40%
- 3 Manage our gender-based pay differential in like-for-like roles to +/- 1%

Wellbeing

- 4 Implement the Ampol Wellbeing Strategy, prioritising increased workforce engagement, uplift in leadership capability and enhanced technology and networking platforms

Ethical business practices

- 5 Refresh Ampol's anti-bribery and corruption policy



[Introduction](#)[About Ampol](#)[Our Sustainability Strategy](#)[2021 Our Sustainability Strategy in Action](#)[Assurance Statement](#)

Safe and responsible business

Continuous improvement and optimisation of assets

Contribution to the Australian economy and communities

Transition to a low carbon future

2021 Our Sustainability Strategy in Action Continuous improvement and optimisation of assets

To deliver on our strategy we recognise that we need to continually improve the way we operate to drive efficiencies, coupled with the effective management of risks and opportunities over the long term.



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- 27 2021 Planned actions and performance
- 27 Future priorities



Total GJ consumed

180,890,934

Lytton Refinery Energy Intensity Index

95.9

Water consumed

3,275,731 KL

74%
from recycled or reused sources at Lytton refinery



Energy management

The operation of Lytton refinery continues to be the largest component of our energy footprint at 98.4% during 2021.

In 2019, we commenced a three-year program to upgrade the analysers on our Lytton furnaces to more accurately track oxygen levels, thereby reducing heat loss levels and operational energy requirements.

Total energy use across our Retail network has continued to increase over the last three years as we transitioned stores to company operations, increasing store numbers from 514 in 2018 to 684 by December 2021. The transition to company operation is now complete, and December 2021 provides the baseline from which targeted reductions will be achieved.

To meet the commitments set out in our Future Energy and Decarbonisation Strategy, we are continuing to identify cost-effective

energy efficiency and operational optimisation projects to reduce our overall energy use.

We have developed approved Energy Management Plans (EMPs) for our Convenience Retail and Fuels and Infrastructure businesses. These outline the approach we will take in implementing energy management measures to meet our public carbon reduction commitments. The EMPs include energy efficient technologies identification reports as well as a suite of initiatives that will be piloted and tested such as:

- Solar PV installation, LED lighting upgrades, power factor correction and behaviour change opportunities across our retail network
- Refinery process units and utility optimisation, furnace optimisation and heat transfer projects at our Lytton Refinery
- Solar PV installation, LED lighting upgrades, air conditioning upgrades, process and pumping improvements and power factor correction across our terminals

Water efficiency and addressing water scarcity

We recognise that we have a responsibility to effectively manage our use of water and minimise impact on water resources. This is particularly critical given the ongoing drought risk for many parts of Australia.

Lytton refinery and Kurnell terminal constitute the largest component of our water use and spend, comprising approximately 89% in 2021. While the refinery requires a large amount of water, approximately 74% of its water use is recycled water sourced from an external wastewater treatment plant or is reused condensate to generate steam.

	2019	2020	2021		2019	2020	2021
Energy consumed (GJ)				2021 water use (KL)			
Fuels and Infrastructure				Potable – excluding Lytton Refinery	484,226	534,049	460,551
Refinery (excluding lubricants)	231,137,212	189,411,300	178,025,514 ¹	Potable – Lytton Refinery	680,172	612,933	733,580
Terminals and others	3,302,291	2,746,874	2,398,319	Recycled water (purchased) + reused (refinery condensate) – Lytton Refinery	1,925,239	1,342,376	2,081,600
Convenience Retail	338,695	396,930	467,101	Total	3,089,637	2,489,358	3,275,731

1. Reduced energy consumption for Lytton refinery is related to the impacts of COVID-19 on production volumes.



Waste minimisation



Fuels and Infrastructure

Waste is considered hazardous if it has the potential to cause harm to human health or the environment either now or in the future. This means the generation, storage, transport, treatment and disposal of hazardous and/or liquid wastes requires additional compliance with state and federal regulations, and Ampol is subject to these regulations. Over the past several years, we have been undertaking planned remediation works, including at our Kurnell facility in relation to legacy soil contamination that dates back to when the refinery first opened in 1956.

Hazardous waste has limited opportunities to be recycled or repurposed, and more often than not, it is disposed of via landfill pathways irrespective of any decontamination treatment. Due to changes in our hazardous waste management pathways and compliance requirements imposed by state regulators, all our hazardous waste, including legacy contaminated soil from Kurnell, was subsequently sent to landfill in 2021.

Over the next five years as we progress through the majority of our remediation works at Kurnell, it is important for us to always look for opportunities to improve and reduce the impact we have on the environment that we're in.

Fuels and Infrastructure waste volumes

2021 waste volumes	Recycled or reused			Landfill		
	2019	2020	2021	2019	2020	2021
Hazardous waste – liquids (KL)	3,695	3,002	3,096	4,570	4,567	4,389
Hazardous waste – solids (tonnes)	13,564 ¹	1,490 ¹	0	5,528	2,705	22,023 ²

1. Waste was sent to VIC which had the potential to be reused.
2. 21,239 tonnes of hazardous waste is attributed to remediated soil waste at Kurnell NSW. Due to NSW EPA compliance requirements, our hazardous waste could not be recycled or reused, so was subsequently treated and sent to landfill.

Convenience Retail waste volumes

2021 waste volumes	Recycled or reused			Landfill		
	2019	2020	2021	2019	2020	2021
Waste – solids (tonnes)	1,752	1,745	1,727	6,254	5,673	5,227

Convenience Retail

We are continually looking at ways to reduce waste and improve resource efficiency, from design through to our operating practices. To reduce food wastage, we have implemented range segmentation across all our retail sites, removing products from stores with higher waste to minimise the volume of food going to landfill. Additionally, a trial is underway in our Ampol Woolworths Metro sites in partnership with Oz Harvest to rescue and donate fresh produce items that would otherwise be wasted.

Further initiatives are underway to reduce volume of packaging going to landfill, including projects to recycle plastic bottles and consumer clothing.

As we refresh our Sustainability Strategy in 2022, we will look at ways to further align to the 2025 Australian Packaging Covenant Organisation (APCO) targets across our Convenience Retail operations, focusing on the principles of a circular economy; avoid, reduce, reuse, recycle and recovery.



2021 Planned actions and performance

Development of an Energy Management Plans to drive energy efficiency improvements across the business including the setting of Key Performance Indicators to monitor asset energy performance



Future priorities

Our future focus areas and commitments are outlined below.

Energy

- 6 Execute Energy Management Plans including delivering energy and process efficiency trials to test if suitable for broader application
- 7 Rollout rooftop solar panels across our Retail network in conjunction with EV charging station installations

Waste

- 8 Trial initiatives to reduce waste going to landfill from our retail network including container recycling, food donation and sustainable packaging solutions





**2021 Our Sustainability Strategy in Action
Contribution to the Australian
economy and communities**

As a proud and independent Australian company, we are committed to being a positive contributor to communities and using our network and employee base to improve the lives of all Australians. We are also committed to ensuring our activities have proven social impact, make a meaningful difference and align with our company purpose of *Powering Better Journeys, Today and Tomorrow.*



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Supporting community

\$3.17m

community investment contributions via Ampol Foundation¹

\$489,000

raised for The Smith Family and Surf Life Saving Australia through our retail stores

Supporting the education of more than

14,270

children via Ampol Foundation

Increase in volunteering hours, totalling

404

hours for the year

2,040

schools participated in the 2021 Ampol Best All Rounder high school awards program

Workplace giving program, *Fuelling Change*, relaunched,

with 51% increase in funds contributed

1. Total community investment includes cash donations, funds raised from customers in our retail network, in-kind support (including provision of fuel products), employee contributions, volunteering hours and management fees.

In 2021, as we continued to revitalise the Ampol brand and re-commit to communities, we made significant progress in executing our community investment strategy.

Despite the impact of COVID-19, we increased the total financial contribution to community programs and increased employee volunteering hours and contributions through our workplace giving program, *Fuelling Change*.

Ampol Foundation

The Ampol Foundation was established in 2019 as the vehicle to deliver our community investment strategy.

Through the Foundation, we focus on improving the lives of all Australians by leveraging our financial strength, our network and our people to bring value to, and build capacity in, the communities in which we live and work. The Foundation is led by a committee of employees and supported by the Ampol Leadership Team to ensure appropriate resources and expertise are dedicated to supporting our charity partners and other community programs.

👁 CASE STUDY

Supporting water safety in regional communities

In September 2021, Ampol granted two regional Surf Life Saving Clubs in South Australia and New South Wales with an Inflatable Rescue Boat (IRB) and \$500 in AmpolCash through a competition delivered with Surf Life Saving Australia.

Proudly funded and fuelled by Ampol, The Entrance SLSC in New South Wales and Goolwa SLSC in South Australia were the two winners, with the vital equipment to help support their lifesaving activities in the years ahead.

Greg Newton, President of The Entrance SLSC, said that the club has unique and dangerous conditions that makes it extremely important to have an IRB in order to save lives on the beach.

"We patrol a couple of different beaches on the Central Coast; we have the main beach in front of the Surf Life Saving Club and also The Entrance channel which is a recognised blackspot. Having this support from Ampol with a new IRB will allow us to fulfill the patrolling needs we have here."

Ampol Executive General Manager of Consumer and B2B, Joanne Taylor, said that the IRB initiative forms part of Ampol's commitment to making a positive impact on the communities in which it operates.

"We're really proud to have awarded the IRBs and AmpolCash to two very deserving Surf Life Saving Clubs in The Entrance and Goolwa.

"We understand the challenges faced by clubs to fundraise for expensive items, so we were really pleased to be able to support their important lifesaving activities with this brand-new equipment.

"This competition forms part of our national partnership with Surf Life Saving Australia, with our joint strategic objective of helping to keep Australians safe on our beaches. We are pleased to be able to support the volunteers of Surf Life Saving Australia who give their time to make our beaches safer and more enjoyable."





Powering better journeys for all Australians

The Ampol Foundation focuses on two social areas of need: youth education and community wellbeing and safety.

As Australia's leading transport fuels provider, operating in hundreds of communities across the country, we are passionate about keeping our people and customers safe. We are also dedicated to improving access to education amongst disadvantaged youth and believe that investment in education has a long-lasting impact on society.

Focus and partners

Our mission "Proudly powering better journeys for all Australians"

The mission of the Ampol Foundation is to leverage our people, skills and infrastructure to support Australian communities in need, with a focus on creating better education and employment opportunities for Australian youth, and keeping people safe, both on and off the road.

Focus areas Youth education and development

Community wellbeing and safety

Flagship partnerships



Community partnerships and programs



Employee programs

Fuelling Change

Employee giving program, donations matched by Ampol.



Our partners

Clontarf Foundation

The Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. By doing so, the Foundation equips them to participate more meaningfully in society.

In 2021, Ampol celebrated 10 years of partnership with Clontarf and over that time has committed more than \$5 million in funds. These funds have helped support the expansion of their program from 2,000 boys and 25 academies to now almost 10,000 boys and 136 academies.

Over the course of 2021, Ampol supported Clontarf through participation at employment forums, visits to academies and providing students with coaching experience through the Ampol Little Origin program.

See full Ampol Little Origin program case study on [page 34](#)



The Smith Family

In October 2020, Ampol announced a new partnership with The Smith Family. As a national children's educational charity, The Smith Family helps young Australians in need to succeed at school, so they can create better futures for themselves.

Through our partnership, we are investing directly in the *Learning for Life* program, which provides young Australians experiencing disadvantage with the extra tools and support they need to stay at school and go onto further study or work. Ampol also supports The Smith Family through fundraising activities, with our 2021 efforts for the Winter Appeal contributing directly to the *Learning Clubs* program. Our partnership also connects our employees as mentors to students and allows them to contribute to programs inspiring thought about future study and career goals.

Stars Foundation

Stars Foundation supports and enables Aboriginal and Torres Strait Islander girls and young women to make active choices towards realising their full potential. In 2021, Stars supported approximately 2,500 young women in 37 partner schools in the Northern Territory, Queensland and Victoria, with over 90% of Year 12 students reaching graduation.

Our support of Stars delivers on our ongoing Reconciliation Action Plan commitment to support an organisation that focuses on empowering young Aboriginal and Torres Strait Islander women. This is to better balance our support for both genders, as well as delivering on our belief that education can change lives.

In 2021 Stars supported

~2,500
young women

👁 CASE STUDY

Celebrating 10 years with Clontarf

2021 marked the 10th year of partnership with our longstanding community partner, Clontarf Foundation.

To celebrate the milestone, Clontarf students from Darwin's Nightcliff Academy designed a special piece of artwork that was dressed across the Red Bull Ampol Racing cars at the Darwin Triple Crown in June 2021.

The striking Indigenous artwork featured colour circles of the Aboriginal flag and was anchored by a blue-and-white path through the middle of the design symbolising a connection to the theme of NAIDOC and new beginnings.

Footprints and fingerprints of all Nightcliff Academy students also feature in the livery design to represent knowledge, understanding, change and power.

Ampol's Executive General Manager, Consumer and B2B, Joanne Taylor, said: "Our partnership with Clontarf forms part of our commitment to make a positive impact on the communities in which we operate.

"Over the past 10 years, we have committed more than \$5 million to Clontarf and these funds have helped support the expansion of their programs from 2,000 boys and 25 academies to now almost 10,000 boys and 131 academies.

"The artwork dressed across the cars is a striking design that perfectly symbolises the impact the Clontarf program has on the development of these young men."

Gerard Neesham, Chief Executive Officer of the Clontarf Foundation, said: "Ampol has been with us on our journey for more than 10 years and their support has played an important role in the expansion of our programs to new states and schools. This is another example of a unique and rich opportunity that Ampol can offer our students to engage and to acknowledge and reward their achievements both in and out of the classroom."





Our partners continued

Ampol Best All Rounder

In 2021, we were pleased to see the successful delivery of the 36th year of Australia's most iconic secondary education recognition program.

Celebrating Australia's leaders of tomorrow, the Ampol Best All Rounder Award supports schools to recognise the students that set a positive example and make an exemplary contribution to their wider community.

In 2021 we recognised

2,040

students through this longstanding program

This includes academic achievement, as well as excellence across leadership, service and community, sports, arts and culture, attitude and personal conduct.



Surf Life Saving Australia

Our partnership with Surf Life Saving Australia was launched in late 2020, bringing together two proudly Australian organisations to help improve water safety outcomes across the country.

The new partnership has seen Ampol have a presence at major surf lifesaving events, including the Coolangatta Gold and the Australian Surf Life Saving Championships.

In 2021, we also granted two regional Surf Life Saving clubs an inflatable rescue boat and \$500 in AmpolCash to support their lifesaving activities heading into summer. In November, we were also proud to deliver a fundraising campaign through our retail stores nationally, raising \$145,000 for Surf Life Saving.

\$145,000

raised for Surf Life Saving Australia through a fundraising campaign run in our retail stores nationally



Westpac Rescue Helicopter

The iconic Westpac Rescue Helicopter Service is on standby 24/7 to help save lives from the Hawkesbury to the Queensland border. Ampol has proudly supported them for decades by helping their fundraising efforts and supplying aviation fuel to their fleet of four helicopters.

Australian Partners of Defence

We have directly supported the Australian Partners of Defence – Australia's official veteran benefits program – for the past two years. We recognise and acknowledge the contribution of veterans and their families to Australia and offer discounted fuel.



Our people making a difference

Leveraging our retail network and employees

In 2021, Ampol was proud to leverage its national retail network to make a difference for communities by raising funds for The Smith Family and Surf Life Saving Australia.

Across June and July, Ampol supported The Smith Family's Winter Appeal by collecting donations over the counter and by donating 10 cents from every \$2 or \$3 hot beverage sold.

Through the passion of frontline employees and the generosity of customers, Ampol raised \$343,838 for The Smith Family's Learning Clubs program, which provides targeted educational support to Australian children from disadvantaged backgrounds based on their individual needs.

The success of the Winter Appeal was followed by the Donate to Save Lives campaign for Surf Life Saving Australia, delivered in November, with customers donating \$145,000 to go directly to supporting Surf Life Saving. In addition to retail stores, fundraising activities were delivered at the Alexandria head office, Lytton refinery and the Ampol Summit attended by our business customers.

\$343,838

raised for The Smith Family's Learning Clubs program

Career mentoring and support

Providing career mentoring support was an important focus for Ampol in 2021, as part of enriching our relationships with our youth education-focused partners.



Lachy Brticevich, B2B Communications Manager and iTrack mentor

"Being able to guide and support the next generation as they explore their future career ambitions is an incredibly rewarding experience. There is a great deal of satisfaction that comes from seeing your student's passion and excitement shine through each week. It's been amazing to be part of this program and can't wait to do it again in 2022!"

>190 hours

committed in various career mentoring activities by 24 employees

During the year 24 employees committed more than 190 hours in various career mentoring activities, including careers forums with both Clontarf Foundation and Stars Foundation as well as one-to-one career mentoring activities.

Seven employees participated in The Smith Family's iTrack program, which connects students in Years 9 to 11 to adult mentors who provide advice and help them explore post-school options. These seven employees committed one hour per week over the course of Term 3 and 4 to help students with disadvantaged backgrounds make decisions about further education and career options.

Ampol also delivered a Work Inspiration session with The Smith Family, where a class of students from Western Sydney were provided insight into Ampol's operations and into the range of potential careers across the organisation. Delivered in two sessions over two days, speakers included both senior executives and young graduates, along with career journey and personality activities.

👁 CASE STUDY

Supporting international communities in which we operate

Ampol Singapore plays a crucial role in our international supply chain, so it is important for us to be a positive contributor in all the communities in which we operate.

In 2021, Singapore's Ampol in the Community Committee ran a donation drive for the Children's Wishing Well, who provide a broad range of services to children and youth in Singapore from disadvantaged backgrounds. All donations made by employees were matched by Ampol, and collectively raised just over SG\$9,500 – which equated to ten months of breakfasts for the children. Employees were also given the opportunity to purchase Christmas presents for the kids at Children's Wishing Well, with the committee coordinating and delivering 50 gifts for the festive season.

The team continued to match employee donations in June and raised just over SG\$7,200 for the AWWA Adult Disability Home and Day Activity Centre. The home and centre serves people aged between 18 to 55 with mild to severe physical and multiple disabilities who lack a support network to care for them.



Our people making a difference continued



Little Origin

Part of Ampol's partnership with the National Rugby League as naming rights sponsor of the Ampol State of Origin series, at each game Ampol delivered a unique two-day experience for under 9s boys and girls school rugby league teams. The experience included an education session with a rugby league star, stadium tour, tickets, jerseys, half-time game on the field as well as a \$5,000 school grant. The Clontarf Foundation also participated in the program by supporting the young teams through coaching and broader event support.

A total of \$50,000 in grants were provided to the participating schools in 2021, helping to support grassroots community sport and improve access to sport for young children.

Commenting on the experience, a school coach said: "The \$5,000 grant will have an enormous impact on our school and community. The biggest barrier to students' access to sport is cost. This grant will cover travel and registration expenses and will see up to half of our students access interschool sport and gala days, free of charge."

Relaunch of Fuelling Change and employee volunteering

Part of our commitment to leveraging the passion of our people to make a positive impact on communities, in 2021 we relaunched our workplace giving program, *Fuelling Change*.

Fuelling Change allows employees to make a pre-tax donation to any of our 10 charity partners, which is then matched by Ampol. Over the past 10 years, more than \$1.3 million has been donated to selected charities through this program.

Over the course of the year, following a relaunch campaign that included the implementation of a new registration platform, engagement with teams across the business and an event at our Lytton refinery, funds contributed to the program increased by 51%.

Employee volunteering was also a strong focus during the year, despite the challenges posed by COVID-19, with our people committing 404 hours to support both our Foundation partners and other charitable organisations across the country.

👁 CASE STUDY

Reconciliation Action Plan 2022 – 2024

During 2021 we developed our second Reconciliation Action Plan (RAP), our public declaration of our commitment to reconciliation, with our renewed focus on improving outcomes for Aboriginal and Torres Strait Islander peoples. The plan is an 'Innovate' RAP and is endorsed by Reconciliation Australia. Shaped by our new purpose of *Powering Better Journeys, Today and Tomorrow*, we will not only power better journeys for our people, customers, and communities into the future, but we will also power better opportunities for Aboriginal and Torres Strait Islander peoples, their communities, and their businesses.

Commitments we have made include:

- Enhancing opportunities to build and maintain relationships with Aboriginal and Torres Strait peoples and businesses, including investing in important youth education programs, as well as our work with the Clontarf Foundation and Stars Foundation
- Exploring opportunities that positively influence our employees, partners and customers to advance reconciliation, including delivering a cultural awareness strategy
- Developing new initiatives to improve and increase Aboriginal and Torres Strait Islander employment outcomes, working closely with partners, including customers and other stakeholders across our business
- Formalising our Indigenous Procurement Strategy and actively engaging our business on increasing indigenous procurement opportunities

As a large national company that has a deep history in modern Australia, we understand our responsibility to be a sustainable, diverse business and to connect with others to empower Aboriginal and Torres Strait Islander peoples and create opportunities for equitable participation in Australian society.



Our Reconciliation Action Plan can be viewed [here](#)





2021 Planned actions and performance

Development and implementation of refreshed Reconciliation Action Plan

✓
Achieved

Relaunch of our employee giving program, *Fuelling Change*, targeting an improvement in employee participation in our community partnership programs (volunteering hours and employee giving) by 10% in 2021

✓
Achieved

Execution of partnerships through the Ampol Foundation, including with The Smith Family, Surf Life Saving Australia, Clontarf Foundation and Stars Foundation, with a 10% increase in total contribution to community investment in 2021

✓
Achieved

Delivery of the Ampol Best All Rounder Program, reaching almost 2,000 schools in 2021

✓
Achieved

Increase the employee population who identify as Aboriginal and Torres Strait Islander peoples to 3% by 2022 (Australian workforce only)

✗
Not achieved or delayed

The employee population who identifies as Aboriginal and Torres Strait Islander has remained flat at 2.7% when compared to 2020. In 2021, we established an external partnership with Clontarf's employment division and in 2022 we will create an employment strategy (as part of our RAP) and continue to build positively towards our target of 3%.

Future priorities

Our future focus areas and commitments are outlined below.

Supporting communities in need

- 9 Continue to deliver our employee giving program, *Fuelling Change*, and volunteering programs for employees, targeting a 20% increase in participation levels from 2021
- 10 Continue to deliver community programs focused on education and community wellbeing and safety, including through partnerships with The Smith Family, Surf Life Saving Australia, Clontarf Foundation and Stars Foundation. Deliver a 10% increase in total community investment contribution in 2022
- 11 Deliver our second 'Innovate' Reconciliation Action Plan and by December 2024 increase the employee population who identify as Aboriginal and/or Torres Strait Islander peoples (Australian workforce only) to 3%





**2021 Our Sustainability Strategy in Action
Transition to a low carbon future**

We recognise that energy transition is underway, presenting an opportunity for the business to evolve for our customers as their energy needs change. We are committed to reducing our carbon footprint, and finding and developing new energy solutions that assist our customers in their energy transition.



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Climate risk management and governance

We acknowledge that climate change is a critical and important issue affecting a wide range of businesses and industries across the globe, with this presenting both financial risks and opportunities.

We are committed to monitoring and appropriately managing climate risks and engaging with external stakeholders and partners. Climate-related risks relevant to Ampol are detailed in the **2020 Sustainability Report available on the Ampol website**. In 2019, we prepared a three-year climate change risk strategy which seeks to address the risks and opportunities posed by climate change to our business.

In 2021, we reviewed and updated our approach and in 2022 will focus our efforts on four key areas:

We also recognise that our customer's expectations are constantly evolving, and we need to work actively with them to understand their future needs and identify lower emissions solutions.

Climate Risk Management Plan

Strategic and business planning to inform decision making	<ul style="list-style-type: none"> – Embedding carbon considerations into capital planning, capital allocation and decision-making processes through the use of a shadow carbon price – Climate scenario analysis to test business resilience for a range of energy transition scenarios – Market and industry monitoring to keep abreast of the external environment – Explore Scope 3 emissions decarbonisation pathways
Carbon management	<ul style="list-style-type: none"> – Enhanced carbon data management and performance tracking and reporting
Policy, disclosures and engagement	<ul style="list-style-type: none"> – Continue to advocate for Paris Agreement goals and efforts to achieve global net zero emissions no later than 2050 – Routinely engage with our stakeholders to understand and take into account their views – Continue to report on climate risks and opportunities in line with the Task Force of Climate-related Disclosures (TCFD) framework
Governance	<ul style="list-style-type: none"> – Strengthen the link between remuneration and delivery of our Future Energy and Decarbonisation Strategy – Established governance structures to provide the appropriate oversight of climate change at the Board and Leadership Team level

Capital allocation framework

- Stay-In-Business Capex**
 - Focused on safety and reliability of supply
 - Investments to support decarbonisation
 - Optimal Capital Structure**
 - Adj. Net Debt/EBITDA target of 2.0x – 2.5x
 - Where Adj. Net Debt > 2.5x EBITDA, debt reduction plans become a focus
 - Ordinary Dividends**
 - 50% – 70% of RCOP NPAT excluding Significant Items (fully franked)
 - Capital Returns**
 - Where Adj. Net Debt < 2.0x EBITDA (or sufficient headroom exists within the target range)
- Growth Capex**

 - Where clearly accretive to shareholder returns
 - Investments to support energy transition

Capital allocation approach

To support our Future Energy and Decarbonisation Strategy, we recognise that we will need to deploy capital over the coming years and, as a result, we have embedded these considerations into our capital allocation framework. Our investments in Future Energy will be return seeking, however we expect payback periods to be longer given the uncertain pace and development of the energy transition.

We have adopted a phased and risk-managed approach to capital allocation so that we invest in a balance sheet efficient manner. Our approach includes the introduction of a carbon price into the decision-making process, assessing investments under a number of climate scenarios. Further details on our approach are detailed in our Capital Allocation Framework as above.



Climate risk management and governance continued

Climate modelling

In preparing the Future Energy and Decarbonisation Strategy, we engaged consultants to undertake climate scenario analysis to allow us to better understand how we were positioned for different climate futures. We have now brought our climate modelling inhouse and have prepared the Ampol Integrated Assessment Model. This model focuses on three core climate scenarios for how the Australian transport sector could transition and it will be used to help inform our strategic decision making and portfolio optimisation. The modelling will also be used to assess the resilience of our portfolio and investment decisions.

Linking climate to remuneration

The Board has strengthened the link between executive remuneration and the delivery of our Future Energy and Decarbonisation Strategy, with measures to reduce operational emissions and those associated with the products we sell to customers now representing 10% of the short-term incentive scorecard.

From 2022, the 10% component applied to remuneration will be paid with respect to the following measures:

- Progress towards achieving 2025 Scope 1 & 2 emissions targets through the delivery of abatement projects
- Progress made towards Scope 3 emissions intensity reduction goals through the delivery of targeted e-mobility, hydrogen and biofuels initiatives

Climate governance

The Board has established four standing committees with the Safety and Sustainability Committee having the highest level of direct responsibility for climate risk. The Safety and Sustainability Committee meets four times a year and its remit including overseeing and assessing the appropriateness of plans to mitigate sustainability risks including climate change. At the management level, responsibility for the risk associated with climate change has been assigned to the MD and CEO. The MD and CEO chairs the Strategic Risk Committee which comprises the Ampol Leadership Team together with the GM Governance and Risk and the Head of Sustainability and Climate Change.

The Strategic Risk Committee meets quarterly to focus on:

- Overseeing the identification, quantification and management of climate-related risks
- Designing, executing and integrating climate scenario analysis into strategic planning and capital allocation
- Integrating climate-related risks further into capital investment and business case frameworks
- Monitoring and internal reporting of external climate change developments (regulatory, technological, market) relevant to Ampol
- Supporting climate disclosures, reporting and engagement with external stakeholders



Australian Climate Leaders Coalition

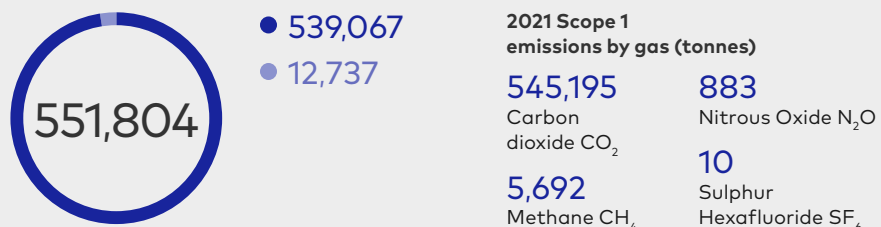
Ampol is a proud member of the Australian Climate Leaders Coalition, a group of cross-sectorial Australian corporate CEOs that support the Paris Agreement commitments and setting public decarbonisation targets. In 2021, we contributed to and welcomed the release of the Climate Leaders Coalition's *Roadmap to 2030 – Shifting to a Low Carbon Future*, a pragmatic guide for business leaders to deliver emissions reductions.

Read the roadmap [here](#) →

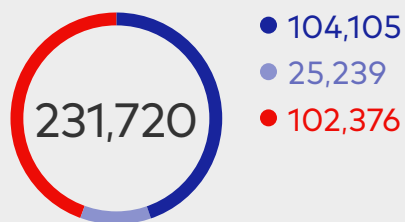


Metrics 2021 Emissions profile (tCO₂e)

Scope 1



Scope 2¹



- **Fuels and Infrastructure**
Refinery (excluding lubricants)
- **Fuels and Infrastructure**
Terminals, lubricants and others
- **Convenience Retail**

Scope 3²

34,946,631

Emissions performance

Scope 1 (tCO₂e)



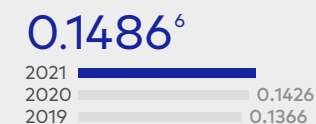
Scope 2 (tCO₂e)



Scope 3 (tCO₂e)



Refining emissions intensity (tCO₂e/KL High Value Product)



Convenience Retail absolute emissions (tCO₂e)



Terminals emissions intensity (tCO₂e/KL product throughput)



- Scope 2 emissions data was misstated in our 2021 Annual Report for the period 1 July 2020 to 30 June 2021 and restated in our 2021 Sustainability Report as at March 2022. The restatement corrects for missing Scope 2 emissions data from smaller service providers, assets, and data not reported as a result of changing National Meter Identifiers (NMI) and represents an increase in emissions by 4,763 tCO₂e.
- Scope 3 emissions associated with the combustion of sold products in Australia and New Zealand.
- Reduction in Scope 1 emissions is attributed to reduced production volumes at Lytton refinery from COVID-19 disruptions.
- 2020 was the first year we collected and reported Scope 3. The figure was 1 January 2019 to 31 December 2019 and was selected as it was most representative of a year of regular operations and a requirement to calculate a baseline for our Climate Active certification. In our 2020 Sustainability Report we did not specify that it was 2019 data.
- 2021 baseline figure for absolute emissions across our Convenience Retail network. Increase in Scope 2 emissions due to our franchise transition within Convenience Retail to Company Owned Company Operated by Ampol.
- 2021 baseline figure for Lytton refinery facility (excluding lubricants facility).
- 2021 baseline intensity metric is for our three largest terminal facilities; Kurnell NSW, Banksmeadow NSW and Newport VIC.


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[Assurance Statement](#)

Safe and responsible business

Continuous improvement and optimisation of assets

Contribution to the Australian economy and communities

Transition to a low carbon future



Reducing emissions from our operations

South Australia Virtual Power Plants

Partnering with Tesla and Energen, we commissioned work this year to pilot the installation of Tesla Powerwall batteries and solar panel systems at three of our retail sites in South Australia – Aberfoyle Park, Direk and Mount Barker. With the solar panel system generating power and the Tesla Powerwall's storing excess energy, this formed a Virtual Power Plant (VPP) that became fully operational towards the end of December 2021. The installation of this infrastructure is expected to not only provide energy savings and reductions in Scope 2 emissions in line with our decarbonisation targets but also open up the potential for us to conduct electricity trading in the future, generating new revenue streams.

In addition, the pilot program will provide us with the ability to assess the potential integration and our capacity to nationally deploy electric vehicle fast charging stations using solar panels and battery storage across our strategically positioned retail network as we move into the energy market.

Convenience Retail WA operations powered by renewable energy

We have entered into a supply agreement with Alinta Energy to power the majority of our Western Australia Convenience Retail operations with 100% renewable energy for a two-year period. The renewable energy will be sourced from Yandin Wind Farm, a large-scale renewable site managed by Alinta Energy located approximately 175km north of Perth. The farm officially opened in May 2021 and comprises 51 wind turbines reaching 180m in height, each producing 4.2MW of capacity and connecting to Western Power's high voltage 330kV transmission line.

Sourcing of renewable energy via this agreement will reduce emissions associated with our retail network by an estimated 12%.

Depot Operations Fleet Replacement Program 2021 – 2025

In 2021 our Depot Operations business commenced a fleet replacement program aimed at driving cost efficiencies and improving environmental performance and emissions reduction outcomes. Existing fleet are being replaced with modern, diesel engine technology and truck configurations are being optimised to deliver an estimated emissions reduction benefit of 23%. We have also introduced our first electric vehicle to our fleet to support our Brisbane Depot operations.



Positioning for the transition to a low carbon future

While our forecasting and modelling sees Australian liquid fuels demand continuing over the medium term, we recognise that these volumes will decline over the longer term.

As a key pillar of our corporate strategy, we are building the foundations for energy transition, leveraging the strength of our assets, customer positions, capabilities and the Ampol brand.

In 2021 we released our Future Energy and Decarbonisation Strategy, identifying opportunities in electrification, hydrogen and other new products and solutions. We aim to collaborate with a range of partners to deliver decarbonisation solutions for our customers. Since the release of our Strategy, we have prepared a Future Energy Initiatives Plan to guide our approach and have spent a minimum of \$3 million during 2021 on Future Energy initiatives.

Supporting Endua to deliver hydrogen-powered off-grid clean energy solution

Ampol has joined Main Sequence and CSIRO to support the launch of the new Australian clean energy storage start-up Endua. Formed under Main Sequence's venture science model, which identifies a global challenge and then brings together science and industry to try and solve it, Endua will use advanced electrolysis technology to build clean power generation and storage in the form of a modular power bank. This bank can drive power loads of up

to 150kW per singular pack, and will help to deliver hydrogen-powered energy storage that is sustainable, reliable, and affordable to key industries across Australia.

We will bring our key industry knowledge from our ~80,000 business customers to help develop, test and commercialise the technology, with sales initially focused on the off-grid diesel generator market.

EV charging rollout

In July 2021, we entered a funding agreement with the Australian Renewable Energy Agency (ARENA) to deliver a fast-charging network to support the uptake of battery electric vehicles in Australia. As part of this agreement, we will deliver EV fast charging to 121 sites across the country. Our fast-charging stations will be powered by 100% renewable energy.

Fusion Fuels green hydrogen trial

As part of our objective to leverage our privileged infrastructure positions to participate in the emerging hydrogen industry, Ampol also entered an agreement with Fusion Fuel Green to pilot a green hydrogen production plant at our Lytton refinery. This provides us with the opportunity to better understand hydrogen technology as well as how to develop scalable, low cost, hydrogen solutions for customers. Various channels of use and distribution will be explored as part of the trial including use at the refinery and as a transport fuel.

Carbon neutral fuel pilot

In an Australian first, this year Ampol began piloting a carbon neutral product for our business-to-business customers. Our carbon neutral product aims to offset the unavoidable greenhouse gas emissions associated with the production, distribution, and consumption of our diesel and petrol products, through the purchasing and retiring of carbon offset credits from selected abatement projects.

The projects we've selected as part of our pilot program, include a portfolio of international projects as well as nine Australian nature-based solutions projects that utilise either Human Induced Reforestation (HIR) or Avoided Deforestation (AD) methodologies.

- HIR projects establish permanent native forests through assisted regeneration from in-situ seed sources (including rootstock and lignotubers) on land that was once cleared of vegetation, and where regrowth was suppressed for at least 10 years prior to the project having commenced. These projects contribute to the UN SDGs of Decent Work and Economic Growth (8), Climate Action (13) and Life on Land (15).
- AD projects protect native forests from being cleared for the purpose of being converted into agricultural land (where a clearing permit was issued before 1 July 2010). These projects also contribute to the UN SDGs of Climate Action (13) and Life on Land (15).

Our Future Energy and Decarbonisation Strategy can be viewed [here](#) →

These projects also provide multiple co-benefits such as ecosystem services to support native vegetation and fauna, reduce feral animals, improve soil and water quality, reduced wind and water erosion, protect native flora and investment into local economies and communities.

We acknowledge that this is a small, but important step we are taking on our journey towards decarbonisation. It is an interim step that supports our customers to create a more positive impact when purchasing our traditional fuel products whilst the transport industry scales up the availability and affordability of lower carbon alternatives over the coming decade. Our carbon neutral product has been certified by Climate Active, an Australian Government-backed program aimed at empowering business to take climate action.





2021 Planned actions and performance

Launch of Ampol's Future Energy and Decarbonisation Strategy including operational carbon targets in 2021

✓
Achieved

In 2021, development of an Integrated Assessment Model to establish views on Australian energy system, mix and transition to support strategic planning and climate risk management

✓
Achieved

Further integration of climate considerations into Ampol's capital allocation and business case frameworks

✓
Achieved

Future priorities

Our future focus areas and commitments are outlined below

Energy transition

- 12** Deliver our Future Energy Plan including ARENA EV charging rollout, small-scale energy retailing and development of biofuels strategy

Climate change

- 13** Release of further climate disclosures aligned with the Task Force of Climate-related Disclosures (TCFD) framework in 2021
- 14** Continued climate change advocacy including through our Australian Climate Leader Coalition membership





Assurance Statement

Independent Limited Assurance Report to the Directors of Ampol Limited

Conclusion

Based on the evidence we obtained from the procedures performed, we are not aware of any material misstatements in the Selected Sustainability Information which has been prepared by Ampol Limited in accordance with Ampol policies, procedures and methodologies (the Criteria) for the reporting period 1 January 2021 to 31 December 2021 unless otherwise stated.

Information Subject to Assurance

The Selected Sustainability Information, as presented in the 2021 Sustainability Report of Ampol Limited (the "Company") and available on the Company's website, comprised the following:

Select Sustainability Information	Value Assured
Total Recordable Injuries (TRI) (number) – Fuels and Infrastructure	7.0
Total Recordable Injuries (TRI) (number) – Convenience Retail	34.0
Total Recordable Injuries Frequency Rate (TRIFR) – Fuels and Infrastructure	1.9
Total Recordable Injuries Frequency Rate (TRIFR) – Convenience Retail	4.6
Days Away From Work Injury Frequency Rate (DAWIFR) – Fuels and Infrastructure	0.8
Days Away From Work Injury Frequency Rate (DAWIFR) – Convenience Retail	2.4
Tier One Safety Event (number)	0
Tier Two Safety Event (number)	3
GHG Emissions Scope 1 (tCO ₂ e) – 1 July 2020 to 30 June 2021	551,804
GHG Emission Scope 2 (tCO ₂ e) – 1 July 2020 to 30 June 2021	231,720

Select Sustainability Information	Value Assured
Total Emissions per Total Fuel Throughput, Terminals (tCO ₂ e/kL) – 1 July 2020 to 30 June 2021	0.0025
Total Emissions, Convenience Retail (tCO ₂ e) – 1 July 2020 to 30 June 2021	102,376
Total Emissions per kL of Total High Value Product, Lytton Refinery (tCO ₂ e/kL) – 1 July 2020 to 30 June 2021	0.1486
≥ \$3m Future Energy Investment Made	Page 41
The Fuels and Infrastructure Business – Approved Energy Management Plan	Page 25
The Convenience Retail – Approved Energy Management Plan	Page 25
The Convenience Retail – Approved Energy Performance Indicators	Page 27
The Convenience Retail – Approved Energy Efficient Technologies Identification Report	Page 25
Future Energy Initiatives Plan in Place	Page 41

Criteria Used as the Basis of Reporting

The criteria used in relation to the preparation of the Selected Sustainability Information are included in the Sustainability Report and are Ampol policies, procedures and methodologies ("the criteria").

Basis for Conclusion

We conducted our work in accordance with Australian Standard on Assurance Engagements ASAE 3000 (Standard). In accordance with the Standard we have:

- used our professional judgement to plan and perform the engagement to obtain limited assurance that we are not aware of any material misstatements in the information subject to assurance, whether due to fraud or error;
- considered relevant internal controls when designing our assurance procedures, however we do not express a conclusion on their effectiveness; and
- ensured that the engagement team possess the appropriate knowledge, skills and professional competencies.



Assurance Statement continued

Summary of Procedures Performed

Our limited assurance conclusion is based on the evidence obtained from performing the following procedures:

- enquiries with relevant Ampol Limited personnel to understand the internal controls, governance structure and reporting process of the information subject to assurance;
- reviews of relevant documentation including Ampol policies, procedures and methodologies;
- analytical procedures over the information subject to assurance;
- remote interviews with Corporate Head Office (Sydney) and Lytton refinery;
- walkthroughs of the information subject to assurance to source documentation on a sample basis;
- evaluating the appropriateness of the criteria with respect to the information subject to assurance; and
- reviewed the Sustainability Report in its entirety to ensure its entirety to ensure it is consistent with our overall knowledge of assurance engagement.

How the Standard Defines Limited Assurance and Material Misstatement

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Misstatements, including omissions, are considered material if, individually or in the aggregate, they could reasonably be expected to influence relevant decisions of the Directors of Ampol Limited.

Use of this Assurance Report

This report has been prepared for the Directors of Ampol Limited for the purpose of providing an assurance conclusion on the information subject to assurance and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the Directors of Ampol Limited or for any other purpose than that for which it was prepared.

Management's responsibility

Management are responsible for:

- determining that the criteria is appropriate to meet their needs and the needs of their stakeholders;
- preparing and presenting the information subject to assurance in accordance with the criteria; and
- establishing internal controls that enable the preparation and presentation of the information subject to assurance that is free from material misstatement, whether due to fraud or error.

Our Responsibility

Our responsibility is to perform a limited assurance engagement in relation to the information subject to assurance for the reporting period 1 January 2021 to 31 December 2021 unless otherwise stated, and to issue an assurance report that includes our conclusion.

Our Independence and Quality Control

We have complied with our independence and other relevant ethical requirements of the *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Australian Professional and Ethical Standards Board, and complied with the applicable requirements of Australian Standard on Quality Control 1 to maintain a comprehensive system of quality control.

KPMG
30 March 2022

