

GrainCorp Limited

# Sustainability Report 2020



GrainCorp



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## About this report

GrainCorp publishes an annual Sustainability Report to provide an account of our performance in the areas of safety and health, environment, people, community and governance.

This report has been prepared with reference to the guidelines of the internationally recognised Global Reporting Initiative G4 framework for sustainability reporting.

**GrainCorp is a leading diversified Australian agribusiness, with an integrated operating model connecting growers to domestic and international consumers in over 50 countries.**

### Our Vision

Lead sustainable and innovative agriculture through another century of growth.

### Our Purpose

Proudly connect with customers and rural communities to deliver value through innovation and expertise.

### Our Integrated Operating Model

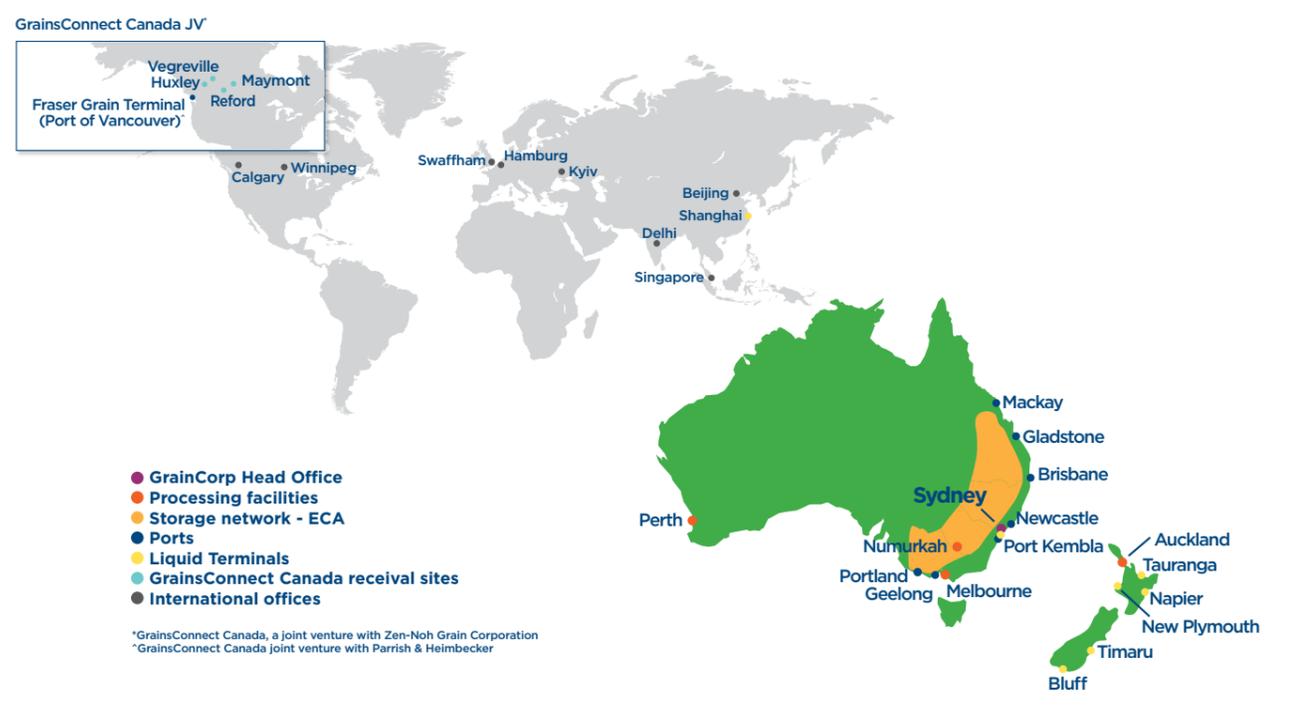
**Origination & Accumulation**  
 • Connecting 10,000+ customers across international markets

**Storage & Logistics**  
 • -145 country receival sites in Australia; four grain elevators in Canada  
 • Seven bulk ports in Australia; seven bulk liquid storage terminals in Australia, New Zealand and China

- Road and Rail - full freight connectivity
- Four liquid feeds distribution centres
- Six used cooking oil collection, recycling, and distribution centres

**Sales, Marketing & Export**  
 • Marketing offices in Australia, NZ, Canada, UK, Europe and Asia  
 • Commodities procurement and risk management  
 • Drives volumes through the GrainCorp network

**Valued-added Processing**  
 • Two oilseed crushing plants, two edible oils processing/refining plants in Australia and New Zealand  
 • Value-adding to grains and oils products  
 • Pulls products through the GrainCorp network



**I am pleased to present GrainCorp's Sustainability Report for 2020. Our commitment to sustainability is an integral part of business and operations at GrainCorp and we believe that the effective management of our environmental, social and governance obligations and activities is fully compatible with positive economic outcomes.**

Early in the year, we responded quickly to the COVID-19 pandemic; putting in place the measures required to protect our people, avoid disruption to our operations and ensure full compliance with all relevant state and federal legislation. These measures included the creation of comprehensive COVID safe plans for all GrainCorp offices and sites, together with the promotion of positive hygiene practices and social distancing across the business. GrainCorp is an essential service and our staff responded to the crisis with resilience and determination to ensure that we continued to operate across all business units without interruption. GrainCorp is fortunate to be able to operate at full capacity without the need for government or other financial support and we will continue to work with government and industry bodies to support the communities in which we operate and the agricultural industry as a whole.

After three years of drought condition, we are expecting a much stronger crop for east coast Australia (ECA) in the upcoming 2020/21 harvest. In preparation for this, GrainCorp is hiring over 3,000 harvest casuals across Queensland, New South Wales and Victoria. The harvest casual program, including all recruitment and training, was completed successfully, notwithstanding the ongoing restrictions on social contact, travel and border crossings. The new team is critical to a successful harvest for GrainCorp and brings employment and other benefits to our local communities.

Our goal at GrainCorp is to embed a safety mindset into our culture and achieve zero harm to our people and the environments in which we work. We continued to make good progress during the year, and I am pleased to report that our Recordable Injury Frequency Rate (RIFR)

improved to 6.5 (FY19: 7.7). The global pandemic necessitated a greater focus on employee health and wellbeing, with many staff working from home and all staff being subject to restrictions on their movements, activities, and ability to socialise. In response to this, we redesigned our health and wellbeing program to prioritise physical activity, social connectivity and the tools and resources required to support good mental health.

In addition to managing our own energy and reducing our carbon footprint, we also promote sustainable agriculture through our value chains. We recently announced a partnership with CSIRO and other investors to take a seaweed-based animal feed product to market worldwide. *Future Feed* will commercialise a livestock feed supplement made from the seaweed *Asparagopsis* which, when added to animal feed, has been found to materially increase productivity, as well as cutting methane emissions in beef and dairy cattle by more than 80 per cent.

At GrainCorp, we are committed to providing a work environment where everyone is treated fairly and with respect, and where our people can flourish regardless of their background or gender. During the year we launched the GrainCorp Accord Program which is targeted at our female employees and is designed to support a more diverse and equitable workforce. The Program has had great support from GrainCorp employees in Australia, New Zealand, India, and China.

GrainCorp is proud of the role it plays in rural communities across the ECA and continuously strives to add value and make a positive impact in those communities. We felt deeply for those impacted by the bushfires in eastern Australia in 2019/20 and were pleased that our people could

support their neighbours directly, by fighting fires and through the provision of a range of equipment. In the coming year, we will launch our new programs for both community sponsorship and silo art. Silo art remains one of our most successful and popular community initiatives and we are keen to develop the program and to generate economic benefit for, and increased interest in, our rural communities. Our new program will aim to balance these benefits with our critical health and safety requirements and to work with local communities to identify the optimum locations for new silo art.

I would like to thank you for your continued support and wish you a safe year ahead.

**Robert Spurway**  
Managing Director & CEO



**As COVID-19 emerged in early 2020 and led to a global pandemic, GrainCorp responded quickly by establishing and deploying its Crisis Management Team to manage the developing situation and ensure that our people, our business and our prospects were protected. The steps we have taken at each stage of the crisis have ensured that GrainCorp can continue to operate and provide essential goods and services to our customers, while maintaining the health and safety of our people and our stakeholders.**

## Our people

- 100% of operations maintained
- Vast majority of corporate office roles have transitioned to temporarily working from home
- Procedures in place to ensure safety of staff through hygiene and social distancing measures in all office locations and on-site
- Staff provided with comprehensive information and additional resources to support good mental health and emotional wellbeing
- Crisis Management Team met three times each week when the pandemic arrived in Australia and continues to meet weekly to manage COVID-19 risks, ongoing State and Federal legislative changes and ensure employees are supported in remaining safe and productive
- Leadership Team conducts regular virtual communications sessions with staff to maintain connection and support resilience

- Comprehensive COVID-19 health and safety plans in place at every site and office to support good hygiene practices and to ensure separation of site staff, truck drivers, growers and their representatives
- Leveraging our contactless digital platforms including CropConnect and FastWeigh to minimise personal contact during the harvest period

## Our stakeholders

- Engaging with industry and Federal and State Government to provide feedback on how legislation and regulations may impact the agriculture industry and on how best to support economic recovery
- Large regional recruitment program for current harvest, creating over 3,000 regional, community-based jobs throughout east coast Australia

## Our business continuity

- Supply chain and processing plants largely uninterrupted
- Demand for GrainCorp's products and services has been maintained
- Close monitoring of border conditions and requirements in relation to the movement of people, grain and equipment as the harvest period progresses

## COVID-safe grain intake

GrainCorp will minimise contact at receival sites this harvest in order to mitigate COVID-19 risks for growers.

“A revised delivery process across our east coast network reduces human contact, allowing almost all delivery functions to be contact-free while still maintaining our commitment to quality service,” said Nigel Lotz, General Manager of Operations.

“GrainCorp’s advanced contact-free technology platforms – FastWeigh for grain sampling and receival and CropConnect for digital transaction – are central to the revised plan, as are the changes to existing practices.”

The following measures will be applied across all GrainCorp receival sites:

1. Minimising movement of GrainCorp staff, customers and truck drivers; no access provided inside sample stands and weighbridges.
2. Updated Delivery Advice form to ensure consistency of load delivery and minimize contamination risk with grain and oilseed testing.
3. All deliveries placed into warehousing and moved or sold via CropConnect or Grower Hotline rather than cash or transfer of grain to contracts at sample stands or weighbridges.
4. Minimal physical transfer of paperwork between GrainCorp employees, customers and truck drivers.



GrainCorp recognises that a sustainable workplace is one where employees value the safety and health of themselves and their colleagues. Our safety strategy focuses on embedding a safety mindset into our culture. We ensure we have the right processes to guide employee behaviour and promote a continual awareness of the risks inherent in our operations. Our leadership are held accountable for safety performance across all businesses and we are proud of how our employees take personal ownership for their safety.

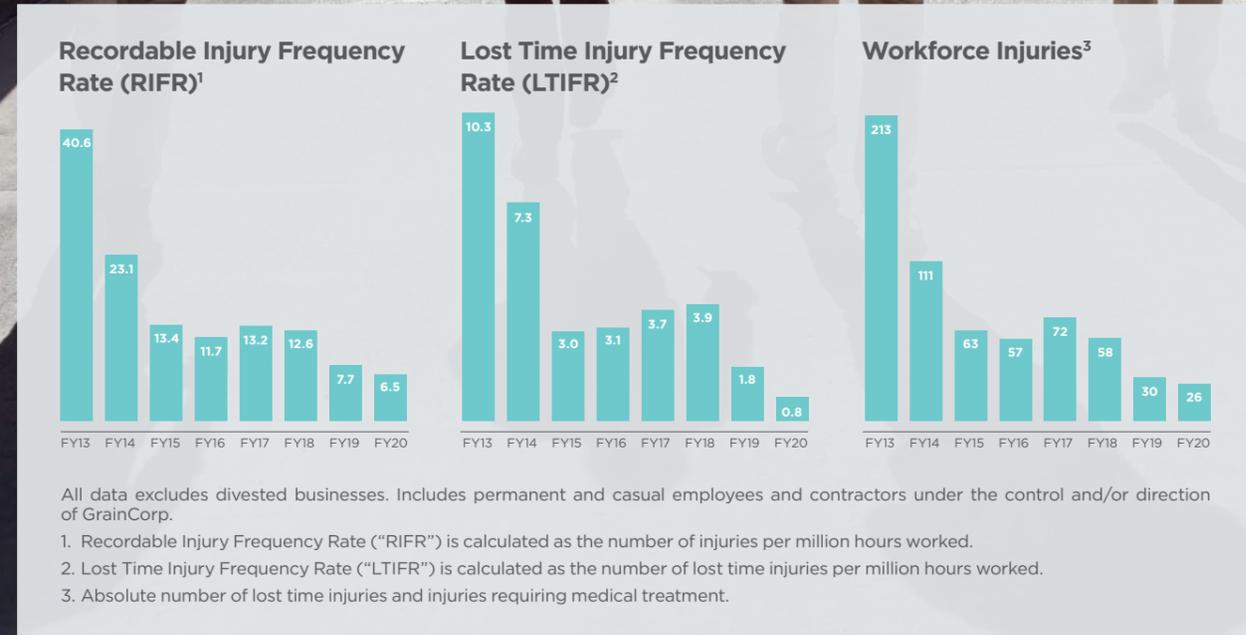
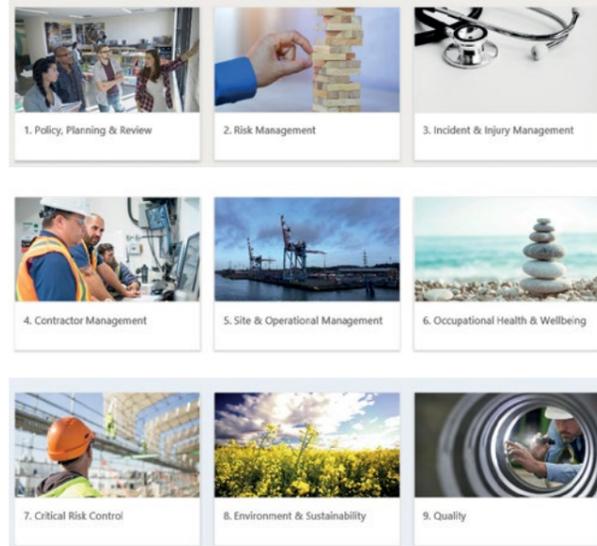
In FY20, we recorded improvements to our key safety metrics with a Recordable Injury Frequency Rate (RIFR) of 6.5, down 15 per cent from last year (FY19: 7.7) and a Lost Time Injury Frequency Rate (LTIFR) of 0.8, down 58 per cent from last year (FY19: 1.8).

GrainCorp's FY20 Safety, Health and Environment (SHE) Strategy outlines our key priorities of Injury Reduction, Health & Wellbeing, Risk Management, and Process Safety Management.

During the year, we consolidated our Safety, Health, Environment & Quality (SHEQ) Management System, through an amalgamation of five sets of overlapping procedures, thereby removing duplication and creating a consistent approach across our organisation. The SHEQ Management System comprises the nine elements that follow:

- Policy, Planning & Review
- Risk Management
- Incident & Injury Management
- Contractor Management
- Site & Operational Management
- Occupational Health & Wellbeing
- Critical Risk Controls
- Environment & Sustainability
- Quality

With 71 associated standards, the SHEQ Management System allows all employees to perform their roles to best-practice safety and health standards. Aligned internal audit protocols assist with the system's continuous improvement.



All data excludes divested businesses. Includes permanent and casual employees and contractors under the control and/or direction of GrainCorp.

1. Recordable Injury Frequency Rate ("RIFR") is calculated as the number of injuries per million hours worked.
2. Lost Time Injury Frequency Rate ("LTIFR") is calculated as the number of lost time injuries per million hours worked.
3. Absolute number of lost time injuries and injuries requiring medical treatment.



### Injury reduction

The 'SHE Engagement' initiative was introduced last year to encourage conversations about the safety, health or environmental hazards of a work task. The primary focus is on reinforcing positive work practices and identifying ways to improve how we manage hazards and risks. These conversations are important for employees to share information and engage on safety matters. SHE Engagements have become embedded in our culture, increasing from 6,500 in FY19 to 14,600 in FY20.

GrainCorp also introduced the 'Golden Rules' which are mandatory SHE requirements for all employees, contractors and visitors who attend our sites.

### Health and wellbeing

In December 2019, GrainCorp introduced a Health & Wellbeing program in partnership with Vitality Works. Due to the impact of COVID-19, the program was redesigned to ensure our employees received the support they needed while working remotely in a time of uncertainty. Recognising that remaining active and keeping mentally healthy are important during this time, we introduced a suite of online packages including live fitness classes, mindfulness sessions, ergonomic assessments, pre-shift stretches and a COVID-19 tool kit. We also made available dedicated health coaches to promote and encourage connectedness in a virtual world.

The 10th of September marked R U Ok? Day, a day that encourages responsible public discussion of social isolation and its negative consequences. To encourage this discussion, and show

appreciation, a care package was sent to all staff. It included guidance material on how to start these conversations, details for GrainCorp's Employee Assistance Program (EAP) and a small gift.

### Risk management

GrainCorp has identified 12 critical risks related to key activities that have the potential to cause serious harm. To support both the awareness and management of the controls required to mitigate these risks, Critical Risk Reviews were implemented in 2019. They have become an integral part of our safety culture and make it simple for our teams to assess the safety of their work environment. These checks have supported greater awareness of key controls and contributed to the improvements in the safety metrics. The number of Critical Risk Reviews increased from 1,600 in FY19 to 7,100 in FY20.

### Process Safety Management

Process Safety Management procedures are guided by four pillars: Commit to Process Safety, Understand Hazard and Risk, Manage Risk; and Learn from Experience.

The Process Safety pillar is focused on developing safer design of our operating systems. In FY20, Process Safety training and action plans were developed in collaboration with frontline employees, management and engineers. These plans addressed the key operating risks across our food manufacturing and processing, ensuring the right controls and processes were in place to prevent major incidents.



**We recognise our operations have the potential to impact the environment. We actively manage this by focusing on Environmental Management, Climate Risks and Opportunities, Energy Efficiency and Waste Minimisation.**

The following charts provide information on key environmental metrics.



Date range is Australian financial year, 01 July - 30 June. All data excludes divested businesses.

1. Calculated as the average energy (GJ) per production/throughput tonne per business unit.
2. Scope 1 emissions are those produced directly by GrainCorp's activities.
3. Scope 2 emissions are indirect emissions, such as electricity consumption.
4. Calculated as the average water use/tradewaste (KL) per production/throughput tonne per business unit.
5. Level 5 environmental incidents are ones that threaten material or serious environmental harm.
6. Level 4 environmental incidents are lesser incidents that are still notifiable to the authority/regulator.

## Environmental management

Our aim is to ensure our operations have minimal impact on the environment and remain compliant with all applicable licences and permits. We are implementing best-practice environmental tools such as Obligations and Consent Registers, Aspects and Impacts Registers and Environmental Management

Plans across all our operating sites. This ensures GrainCorp, at site and business unit levels, has a thorough understanding of its environmental obligations and our site teams have the knowledge and tools to support environmental compliance and risk management.

GrainCorp has made significant progress in integrating its Environmental Management System

(EMS) into a broader Safety, Health Environment and Quality (SHEQ) system to remove duplication and allow for a streamlined approach to sustainability management across the business.

### Climate risks and opportunities

#### Risks associated with a transition to a low-carbon economy

The transition to a low-carbon economy creates both risks and opportunities for GrainCorp. Understanding the potential impacts of transition climate risks is an important aspect of our overall understanding of climate change for the business.

Transition risks may include costs associated with improving the energy efficiency of our operations and/or increasing costs of electricity and natural gas. Managing energy use and reducing greenhouse gas emissions are key components of our energy strategy.

#### Managing climate/crop production variability

As a company that stores, transports, processes and trades grain and oilseeds, GrainCorp is impacted by crop production variability. Managing this variability on a seasonal basis is key to remaining operationally and financially sustainable. This is vital over the longer term, with expectations that climate variability in eastern Australia will increase over time<sup>1</sup>.

In June 2019, GrainCorp established a 10-year crop production contract to help manage the risk associated with east coast Australian (ECA) winter crop production volatility.

In FY20, the first year of the contract, GrainCorp received a gross production payment of ~\$58 million from the counterparty due to the impact of drought on ECA winter crop production. This demonstrates the effectiveness of the contract in smoothing cash flows and supporting GrainCorp's business when ECA crop production is adversely impacted by weather conditions.

We continue to adapt our operations to help smooth earnings through the cycle, by streamlining our country receival and storage network, investing to improve efficiency at key sites, reducing fixed costs and through more flexible rail transport costs which came into effect in FY20.

### Energy management

An Energy Management System (EnMS) is an internal framework adopted by businesses to assist in the effective management of energy. It consists of a set of policies, objectives, and procedures that set out how the business interacts with energy, from procurement to consumption and all stages in between. A well-developed EnMS enables an organisation to set and achieve objectives and energy targets, and take action as needed to improve its energy performance. With the help of funding approved by the NSW Government, GrainCorp is working together with ERM consulting to implement an EnMS and a full rollout of the system is expected by the close of calendar year 2020.

### Energy efficiency

GrainCorp's energy taskforce comprises 10 leaders from across the business who come together each month to collaborate on: purchasing options for energy needs; energy efficiency and renewable energy opportunities; and energy awareness and education. Current projects underway include:

- The development of a formal energy management program. The initial stage involves a formal energy management review together with the collation of consistent baseline data to ensure a targeted approach and to enable measurement of performance going forward.
- The validation of site-specific initiatives at our energy intensive processing facilities in West Footscray and Numurkah. These initiatives aim to reduce the energy required for the refrigeration and boiler processes.
- The installation of power factor correctors (PFC) that improve the efficiency of how energy is drawn from the grid at GrainCorp sites in Parkes and Junee. These will be extended to other sites in 2021.
- An expanded focus on efficiencies through the analysis of quarterly energy, waste and water data. The taskforce intends to expand its focus next year to encompass all these resources.



## Reducing methane emissions through seaweed additive to animal feed

In August 2020, GrainCorp announced a partnership with Australia's national science research agency CSIRO, and three other investors, to take an innovative seaweed-based animal feed product to market worldwide.

The newly formed company, *Future Feed*, will commercialise a livestock feed supplement made from the seaweed *Asparagopsis*, which is commonly found in Australian waters. When added to animal feed, it has been found to cut methane emissions in beef and dairy cattle by more than 80 per cent, while also accelerating animal growth. It has been developed and trialled over more than five years by CSIRO in collaboration with Meat & Livestock Australia and James Cook University.

In addition to CSIRO, the other investors include AGP Sustainable Real Assets-Sparklabs Cultiv8 Joint Venture, Harvest Road and Woolworths.

"It's exciting to be with a group of like-minded partners that bring capability and expertise and, in particular, the world-class scientific expertise from the CSIRO," GrainCorp Managing Director and CEO Robert Spurway said.

"It gives us great confidence that the seaweed product will be a game-changing innovation for the global livestock industry."

As a major supplier of liquid and bulk feeds in Australia and New Zealand, GrainCorp is committed to taking a leading approach to agribusiness sustainability. Australia's livestock industry is the third largest source of greenhouse gas emissions after the energy and transport sectors; as a result, our customers in grains, liquid and bulk feeds are seeking environmentally sustainable solutions for their businesses.

CSIRO scientists estimate that if the feed additive were to be adopted by 10 per cent of beef feedlots and dairy industries globally, it could reduce livestock industry greenhouse gas emissions by approximately 120 mega tonnes per year, the equivalent of taking around 50 million cars off the road for a year.

*Future Feed* expects to see commercial volumes of the feed additive supplied into the Australian beef and dairy market by mid-2021, with international markets to follow.

<sup>1</sup> GrainCorp 2018 Sustainability Report - Climate change research on 23 wheat cropping districts in eastern Australia - conducted by Ndevr Environmental.

Waste minimisation

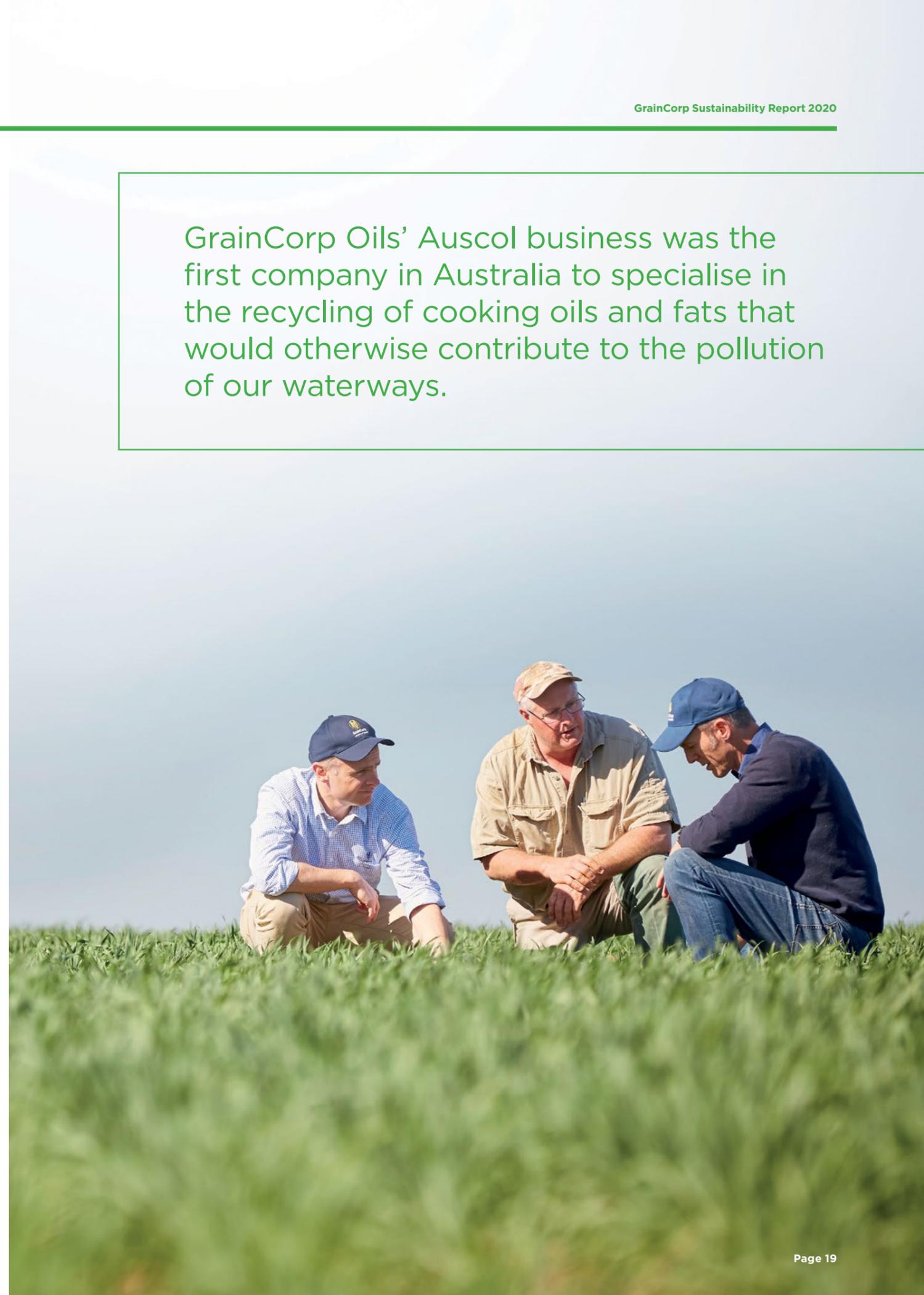
In recent years, GrainCorp has sought ways to improve waste management in day-to-day operations with an overarching goal to minimise the amount of waste going to landfill. This year we have focused on the identification, classification and quantification of waste generation. We have developed waste management guidelines, supported by a waste management standard and waste register for our larger waste-generating operations. Within our Grains business, we are a large user of tarpaulins to protect bunkers of grain from damage. They are a necessary part of our operations and represent significant waste on disposal. We are committed to reducing the environmental impact from tarpaulins by closely managing and tracking tarpaulin usage and focusing on maximising the utilisation of these assets.

GrainCorp Oils' Auscol business is Australia's leading company specialising in the collection and recycling of used cooking oils and fats, that would otherwise contribute to the pollution of our waterways.

Auscol is a licensed recycler, providing national services with the most extensive coverage of metropolitan and regional areas. The used cooking oil collected is largely converted into renewable energy (bio-diesel), reducing potential damage to the environment and providing an alternative to traditional fossil fuels.

Auscol maintains International Sustainability and Carbon Certification (ISCC) accreditation, which is the highest global standard relating to environmental, social and economically sustainable supply chains, as well as maintaining ISO certification for Safety, Quality and the Environment.

GrainCorp Oils' Auscol business was the first company in Australia to specialise in the recycling of cooking oils and fats that would otherwise contribute to the pollution of our waterways.



The strength of our organisation depends on the capabilities of our people. The way our people have adapted to changes from recent challenges demonstrates the resilience and connectedness inherent in GrainCorp’s culture. We strive to nurture a capable, connected, engaged and diverse workforce.

### Employees by Country

	Male	Female
Australia	1,324	392
Canada	12	5
China	1	1
Germany	9	3
India		1
New Zealand	79	50
Singapore	2	1
Ukraine	6	7
United Kingdom	20	18
<b>Total</b>	<b>1,453</b>	<b>478</b>

### Employment Type

	Male	Female
Permanent Full-time	1,122	308
Permanent Part-time	13	42
Fixed Term Full-time	36	22
Fixed Term Part-time	1	3
External	147	51
Casual	134	52
<b>Total</b>	<b>1,453</b>	<b>478</b>

### Composition & Leadership Groups

	Male	Female
Non-executive Directors	3	1
Executive Team	3	2
Senior Leaders	31	10
People Leaders	244	68
Individual Leaders	1,172	397
<b>Total</b>	<b>1,453</b>	<b>478</b>

Data on number of employees is at 30 September 2020 and excludes divested businesses. GrainCorp’s female gender participation rate remained steady at 25% on a like-for-like basis.

### Employee engagement

FY20 was one of significant change for GrainCorp, with the demerger of the Malt business, the sale of our Australian bulk liquid terminals business and new appointments to the Board and Executive Leadership Team.

Given the scale of organisational change, a formal employee engagement survey was not undertaken in FY20. It is scheduled for mid-2021.

We continue to respond to employee feedback from previous engagement surveys, onboarding, performance assessments, and stay and exit interviews. Change management and flexible workplace practices required higher levels of attention, particularly during the ongoing pandemic. These practices continue to be addressed through leadership development programs and revised leave policies.

In 2020, employees completed their annual performance reviews using our new Human Capital Management (HCM) technology which provides them with greater control over their annual goals, career progression and development. Our new competency framework, with competencies aligned to roles, provides employees with an understanding of the behaviours required to be successful in their current and future roles. The aim of these initiatives is to optimise employee and organisational performance and support development.

GrainCorp provides extensive digital learning to all employees through a partnership with SAP Litmos, a specialised Learning Management System (LMS) provider. The learning program is aligned to our competency framework and employees can choose from a wider range of personal development solutions and when to complete assigned courses.

## Claire Matthews, Grain Handler, Greenethorpe, NSW

Born and bred on a farm in Greenethorpe, NSW, Claire Matthews joins GrainCorp every year in her university holidays as a grain handler.

“I have worked for GrainCorp every harvest since graduating school in 2016,” Claire says.

“This upcoming harvest will be my fifth consecutive year, working in the sample stand and weighbridge at the Greenethorpe site.”

Claire says heading fresh out of high school and into harvest has set her up for life.

“From chatting with growers and truck drivers to using technology to grade their grain, I’ve gained so much confidence in taking on new tasks and working under pressure,” she says.

“Working with GrainCorp has provided me with lifelong skills and fantastic friendships along the way.”



GrainCorp undertook a review during the year to identify key talent and capabilities and to assess gender equity throughout the organisation. This has informed targeted, individual development plans for employees, grow and retain key talent and build more effective development and resource offerings.

During the year, recognising that COVID-19 has imposed significant changes to the organisational landscape, we piloted a digital change management program to enhance change leadership learning capability across the organisation. It will be extended to the wider leadership group in FY21.

### Harvest recruitment

GrainCorp has approximately 2,000 full-time employees and in anticipation of a strong harvest in 2020/21, around 3,000 casuals were recruited in Australia, the largest number for several years. The harvest recruits were a mix of returning casuals, university and school students, backpackers / travellers and residents from the towns in which GrainCorp operates.

Undertaking such a large-scale recruitment program, after three years of drought and during the COVID-19 pandemic, was a welcome initiative for GrainCorp and our communities.

As part of the pre-harvest training, we extended our digital learning footprint to include in-house developed training programs. This proved beneficial for both GrainCorp and our harvest recruits, who were able to build their knowledge and skillsets while effectively navigating the travel and social distancing challenges presented by COVID-19.

### Diversity & Inclusion

GrainCorp's inclusion & Diversity Action Plan (iDAP) provides a centralised and action-focused resource, centred around six elements of diversity (Gender Participation; Indigenous Awareness; LGBTQI+; Disability; Stage of Life; and Cultural & Language) with inclusion being the central theme.

GrainCorp is a member of the Diversity Council of Australia (DCA), Australia's only independent, not-for-profit peak body for workplace diversity and inclusion. DCA has over 600 business members,

many of whom represent Australia's business diversity leaders and largest employers. Membership provides free access to a unique knowledge bank of research, best practice information and online events across all diversity dimensions. Employees can register with DCA individually, ensuring a personalised flow of information. GrainCorp also continues its membership of NSW Equal Employment Opportunity Agency (NEEOPA) in Australia and Diversity Works NZ in New Zealand.



As part of our annual performance and reward processes, several checks are carried out to identify and minimise bias in decision-making. These include:

- An annual internal manager's pay equity analysis to identify employees who are paid significantly less or more than others doing the same job at the same level. Should differences emerge that are deemed significant and unexplained, appropriate action is taken.
- An unconscious bias assessment is undertaken as part of the year-end performance and remuneration review against several criteria. To date, no unconscious bias has been identified based on gender, age or tenure.

#### Accord Program

As part of our FY20 International Women's Day celebrations we launched our inaugural offering of the *Accord Program* (via the *Women and Leadership Australia/New Zealand* initiatives). Forty-six employees from Australia, New Zealand, India and China are participating in the self-paced seven-module program. These modules focus on various aspects of wellbeing including *Addressing and Overcoming Our Own Challenges*, *Creating Impact Through Increased Self-Awareness*, *Moving the Dial on Gender Equity and Career and Professional Visioning*.

Accord enables participants to work collaboratively to enhance each other's wellbeing and assist each other's learning and growth. The program seeks to create an environment that directly enables women to flourish and is another way in which we can create a more supportive and equitable professional climate.

#### Workplace diversity

We have commenced a company-wide review of recruitment solutions to support our workforce planning and recognise the importance of workplace diversity in this process. We are exploring partnerships with specialist disability and indigenous employment agencies and extending our sourcing and attraction strategies to ensure greater diversity.

GrainCorp continues to foster a more inclusive culture through COVID-safe opportunities where employees get involved in the various days of significance that occur throughout the year.

*Wear it Purple Day (WIPD)* encourages people to wear purple in support of diversity. The GrainCorp community, at home or in the workplace, were encouraged to post images of their purple attire and use the WIPD background for their virtual meetings. A new digital learning module *LGBTQI+ Inclusion in the Workplace* was made available to



## International Women's Day

International Women's Day celebrations were held in March and people from around GrainCorp were asked what the day meant to them.

**“International Women's Day is a fantastic day to celebrate women and highlight the crucial role they play in our industry. I'm hopeful that by maintaining a gender equal mindset we can continue to achieve our goal of equality and lead the way for the future of GrainCorp.”**

Larnie Hobbs, Site Manager,  
Supply Chain South, Victorian Country

**“From the sixties onwards, my Grandmother campaigned and researched around equality in science education. Given this is still a UNESCO Priority she was clearly well ahead of her time! I'm committed to making sure the girls in our families see men and women working in all the jobs in GrainCorp, there's no such thing as a girl's job or a boy's job.”**

Fiona Burgess, Business Services Manager,  
Saxon Agriculture, Swaffham, UK

**“We all have a role to play in building a world where women and girls are free to pursue their dreams and reach their full potential. Let's celebrate their contribution, stand up for their rights and make sure they are heard.”**

Don Campbell, General Manager, International

educate employees about what they can do to support inclusion in the workplace. The GrainCorp silos at Carrington were lit up in purple in support of the message.

Other days that GrainCorp supports as part of its Diversity & Inclusion strategy include:

- RU OK Day
- Waitangi Day (NZ)
- Taste of Harmony / International Day of Tolerance
- International Day Against Homophobia, Biphobia, Interphobia & Transphobia
- National Aborigines & Islanders Day Observance Committee (Australia)
- International Day of People with Disability
- International Day of the World's Indigenous People

### Health and wellbeing through COVID-19

Our aim is to ensure that no employee is disadvantaged from changes to workplace practices due to COVID-19. Maintaining social connection and support are fundamental objectives. Our digital platform, *WorkPlace*, is a hub that serves to connect people across all parts of the organisation, both in offices and at operational sites, and those working remotely. *WorkPlace* allows for informal flow of information across the business and enables leaders to connect with their teams more frequently. Through this platform, employees can access virtual physical and mental wellbeing resources, including weekly mindfulness sessions and stretching classes, providing a way for employees to remain aware of their health while working remotely.

Globally, our employees can access support through our Employee Assistance Program (EAP). In FY20, we rolled out our EAP Ambassador program, providing EAP training to employees outside HR, including on common mental health concerns and how to support those around them in seeking help.

## Interview with Chelsea Grace, Site Manager, Caragbal, NSW



completed training in a wide range of areas from first-aid and confined spaces training, to getting my front-end loader licence. I have had the opportunity to work at a few different sites and ports. I've really enjoyed moving around and being able to work with different people. I've found it really valuable to be able to work across so many different roles, and to gain an understanding of the processes from start to finish. These skills and insights have helped me develop both personally and professionally.

### What are your key learnings from the Accord Program and how can you apply these to your current role?

I've gained a much deeper understanding of my own leadership style and how I can adapt it to manage different people in the most effective way.

### How has the Accord Program shaped your view of managing your own development as a female in a traditionally male-dominated industry?

The Accord Program helped me connect to, and create a network with, many other women around the business. Accord highlighted the importance of personal growth and showed us the various methods and practices we could use to support it. In my case, I have found keeping a journal of day-to-day activities and reflecting on these, helps me to improve. I also have a mentor in my team check over my journal and offer feedback that might be useful. I highly recommend the program to any and all women within GrainCorp.

### Tell me a bit about your career at GrainCorp to date?

I started at GrainCorp in 2016 as a Grain Handler at Henty West SNSW. While on site I was given opportunities to travel where help was needed. This included to our Fisherman Islands Terminal in Brisbane, Nhill Country site in Victoria and Parkes Sub-Terminal in SNSW.

In 2017/18 I successfully completed my Cert III in Warehousing as part of a GrainCorp traineeship. In 2019 I moved into the role of Time Slotting & Inventory Coordinator in the Wagga office which opened up more opportunities for progression and exposure to different roles. The role of site manager for Caragabal came up and the opportunity was too good pass up!

### What do you enjoy about working at GrainCorp?

There are lots of opportunities and different roles to venture into. On site I have successfully

We value our relationships with communities and we strive to contribute in a way that supports their social, economic, environmental and cultural wellbeing.

## Silo Art

GrainCorp has supported silo art projects since 2015, working with local councils to provide the ‘canvases’ for local artists to create powerful artworks in regional communities.

Due to the ongoing effects of the drought and unprecedented demand from communities, GrainCorp suspended its involvement in silo art in October 2019, to facilitate a review of procedures and streamline the application process. The review will ensure the safety of all stakeholders and the ongoing success of the program when GrainCorp is in a position to relaunch its involvement.



## Silo Art Trail - calendar 2021

Travel restrictions due to COVID-19 have created a heightened level of interest in domestic travel within regional Australia, benefitting many towns and communities through increased tourism.

Many of GrainCorp’s silos are featured in the Australian Silo Art Trail (ASAT), and this year, GrainCorp worked with members of ASAT who created a calendar featuring the sites at St James, Devenish, Thallon, Rochester, Yelarbon and Sea Lake as a way of promoting regional tourism.

GrainCorp owns the intellectual rights to each silo artwork and requires any companies or communities wishing to reproduce the artworks for profit, to contribute 50% of any profit gained to the communities featured.

Accordingly, each of the communities featured continues to benefit from 50% of the profits from the calendar.



**St James, Victoria**  
Completed: April, 2019  
Artist: Tim Bowtell

## The GrainCorp silos at Sea Lake, VIC

In September 2019, the GrainCorp silos at Sea Lake, VIC were painted to reflect the indigenous history of the region. Local artists Drapl & The Zookeeper researched the history of the region before contacting local indigenous artist Robby Wirramanda, a descendant of the Boorong people who originated from the area. The Boorong were known to have more knowledge of astronomy than any other tribe and would use the stars to navigate the seasons, knowing that particular flora and fauna would be available as the constellations above changed throughout the year.

After experiencing the deep importance of the stories told by Robby, Drapl & The Zookeeper created a painting of a young girl swinging from a Mallee eucalyptus tree, gazing out over Lake Tyrrell as a Wedge-Tailed Eagle soars above and emus run off into the night. In the design, Robby’s wooden sculptural works are depicted in the centre of the design. Robby describes these sculptures as representations of his ancestors.



## Red Cross donation and support to Australian bushfire recovery



As a company whose operations are largely based in regional Australia, we felt deeply for the communities impacted by the devastating bushfires that engulfed part of the east coast of the country in 2019/2020.

GrainCorp donated AUD\$50,000 to the Australian Red Cross Disaster and Relief Fund, which is used to distribute food, water and emergency supplies, support those in isolated areas and provide emergency cash grants to people who lost their homes.

The Red Cross commented: “We are humbled to have seen first-hand what the power of people, communities and businesses like yours, uniting in this time of crisis, can achieve.”

GrainCorp also provided 16 generators, two water tanks, three water pumps and a truck for transporting equipment towards firefighting efforts in the fire-affected regions.

Many of the generators were allocated to local farmers to assist with their businesses, some of which were seriously impacted by the fires, and to allow them to continue with some normality during such a traumatic time.

## Recognising healthcare workers

In the wake of the COVID-19 pandemic hitting Australia, GrainCorp wanted to participate in celebrating the extraordinary efforts of our Australian healthcare workers.

We lit up our GrainCorp silos in Carrington, NSW in blue for a fortnight from 6-19 April 2020 to show our support and encouraged other businesses to do the same.

As an essential service in the agricultural industry, we continue to operate with COVID-safe measures in place at our sites and factories in line with State Government requirements, and we fully support the ongoing efforts of our healthcare industries to keep our communities safe and well.



**GrainCorp silos in Carrington, NSW,** lit up in blue in support of Australian healthcare workers.

## GrainCorp community funding and sponsorships

Following recent changes in our business, GrainCorp's strategy for local community funding and sponsorships was placed under review to improve the way we support our communities. We look forward to relaunching our community engagement program in 2021.



## Sustainability governance

GrainCorp's Board of Directors (Board) is responsible for the oversight of GrainCorp's sustainability performance.

GrainCorp's Executive Leadership Team is responsible for developing the sustainability framework and monitoring performance.

Sustainability is embedded within our business practices through Our Code of Conduct and Our Values.

## Corporate governance

The Board has overall responsibility for corporate governance. GrainCorp's Corporate Governance Statement outlines more broadly the governance framework adopted by the Board. A copy of the 2020 Corporate Governance Statement is available on GrainCorp's website [www.graincorp.com.au](http://www.graincorp.com.au)

In discharging its duties and responsibilities, the Board is supported by Board committees including:

- Audit and Risk Committee (ARC)<sup>2</sup>
- Remuneration and Nominations Committee (RNC)
- Safety Health and Environment Committee (SHEC)

The Committees are comprised of a majority of Non-executive Directors and meetings for each Committee are held at least four times per year. Each Committee is governed by a Charter, which is approved by the Board and reviewed periodically.

The purpose of the ARC is to assist the Board in fulfilling its oversight responsibilities for corporate governance and oversight of the Company's financial reporting, internal control structure, risk management systems and internal and external audit functions.

The purpose of the RNC is to assist the Board in the consideration of human resource and remuneration issues within the Company.

<sup>2</sup> In March 2020, the Board Audit Committee and Board Risk Committee were combined to form the Audit and Risk Committee.

The SHEC has specific oversight of the Group's safety, health and environment responsibilities, as delegated by the Board. The SHEC's objectives are to review, monitor and report to the Board on Safety, health and environment risks and performance including systems of audit, policies, processes and controls.

The Board retains oversight of compliance with all applicable laws and regulations, including continuous disclosure, share trading and other corporate governance responsibilities.

Further information on the responsibilities of the Board and each Committee are outlined in their respective Charters and in GrainCorp's 2020 Corporate Governance Statement, available on GrainCorp's website.

## GrainCorp's Code of Conduct

GrainCorp's Code of Conduct is founded on a set of defined values which guide how we should behave toward each other, our customers, other relevant stakeholders, the community and our environment. The Code of Conduct naturally requires compliance with all laws, but goes beyond that, requiring our employees to hold themselves to the highest standard of personal and professional ethical behaviour. The Code of Conduct is approved by the Board.

Every employee in GrainCorp is required to complete Code of Conduct training at the commencement of their employment. The training is delivered via an online e-module, or in a face-to-face setting in some situations. The training program is administered by the Learning & Development team and is part of a broader group of induction training modules. Refresher training is provided periodically. GrainCorp's Code of Conduct is published on the Company's website and is available to the public.

## GrainCorp's policies

GrainCorp's Code of Conduct and other policies have been developed to align with our values to ensure that we observe the highest standards of fair dealing, honesty and integrity in our business activities.





GrainCorp takes a zero-tolerance approach to bribery and corruption. We are committed to conducting our operations legitimately, ethically and in compliance with all applicable laws including the United Nations Convention against Corruption. GrainCorp has an Anti-Bribery and Corruption Policy that articulates our values and position on bribery and corruption and guides employees to identify, investigate and prevent all dealings under their effective control concerning acts of bribery and corruption.

Further, GrainCorp's Whistleblower Policy is in place to ensure employees and certain others can raise concerns regarding any misconduct, improper state of affairs or circumstances (including unethical, illegal, corrupt or other inappropriate conduct) without being subject to victimisation, harassment or discriminatory treatment. GrainCorp subscribes to a confidential third-party whistleblower reporting service that provides a confidential and anonymous way to report concerns.

In preparation for reporting under the Commonwealth Modern Slavery Act 2018, GrainCorp has developed a Modern Slavery Policy Statement which builds on existing commitments in its Code of Conduct. This policy statement articulates GrainCorp's commitment to human rights and to minimising the risk of modern slavery

in its business operations and supply chain. In further developing its risk-based approach, GrainCorp is progressing with training and education of employees to raise awareness of this important topic, as well as developing supplier risk assessment procedures. Further information on GrainCorp's approach will be available in its first Modern Slavery Report which will be published by 31 March 2021 in accordance with the Modern Slavery Act.

### Information Security

GrainCorp is focused on maintaining the confidentiality, integrity and availability of its information technology and systems. We have developed a robust information security management program with a broad range of controls to mitigate ever increasing cyber threats. These controls have been developed in accordance with international standards and guidance from industry experts to enable a risk-based approach in securing the organisation. We are committed to continually improving the delivery of our cyber security program and fostering a culture in which information security is front of mind and part of everyday business.

### Certifications and Charterships

GrainCorp subscribes to a number of economic, environmental and social charters. We have indicated in brackets whether these apply to a specific geographical area or to a particular business unit:

- Certified Sustainable Palm Oil (Oils, Grains)
- Corporate Social Responsibility reporting through SEDEX
- GAFTA Accredited
- Halal and/or Kosher certification (at various sites, Grain & Oils)
- Hazard Analysis and Critical Control Points (Oils)
- International Sustainability and Carbon Certification for Sustainable Canola & Barley
- ISO 9001 Quality Management Systems (Oils (Numurkah & Pinjarra sites), Grains)
- ISO 14001 Environmental Management Systems (West Footscray, Oilseeds, Auscol)
- ISO 45001 Safety Management Systems (West Footscray, Oilseeds, Auscol)
- NATA accreditation for compliance with ISO 17025 and ISO 17034 (Toowoomba Laboratory)
- National Greenhouse Energy Reporting (Australia)

- National Pollutant Inventory (Australia)
- ONSR accreditation for rail in QLD, NSW and VIC (Grains)

### Industry Associations

We proactively engage with relevant stakeholders across all levels of Government and participate in the following industry association committees and groups:

- Australian Oilseeds Federation (AOF)
- Department of Agriculture's Grain & Plant Products Export Industry Consultation Committee (GPPEICC)
- Friends of Stoney Creek Community Environmental Group
- Grain and Feed Trade Association (GAFTA)
- Grains Industry Market Access Forum (GIMAF) Committee
- Grain Trade Australia (GTA) (Commerce Committee, Standards Committee Trade and Market Access Committee, Transport, Storage and Ports Committee, Plant Breeding Committee & Information Technology Committee)
- Moira Shire Environment Sustainability Advisory Committee

# Corporate Directory

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**Chairman**

Peter Richards

**Managing Director & CEO**

Robert Spurway

**Non-executive Director**

Kathy Grigg

**Non-executive Director**

Daniel Mangelsdorf

**Non-executive Director**

Donald McGauchie AO

**Company Secretaries**

Stephanie Belton

Annerly Squires

**GrainCorp Limited**

ABN 60 057 186 035

**Registered Office**

Level 28

175 Liverpool Street

Sydney NSW 2000

+61 2 9325 9100

**Company Website**

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

**ASX Company Code:**

GNC

**Share Registry**

Link Market Services Limited

Level 12

680 George Street

Sydney NSW 2000

1300 883 034 (within Australia)

+61 1300 883 034 (outside Australia)

**Auditors**

PricewaterhouseCoopers

**Feedback and further information**

For further information or to provide feedback on this report, please contact:

Luke Thrum,

Senior Manager Corporate Affairs and Investors Relations

+61 2 9266 9217 or [luke.thrum@graincorp.com.au](mailto:luke.thrum@graincorp.com.au)



Level 28, 175 Liverpool Street  
Sydney NSW 2000, Australia

[graincorp.com.au](http://graincorp.com.au)



**GrainCorp**