



| Growing together

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

Our purpose is to proudly connect with customers and rural communities to deliver value through innovation and expertise.

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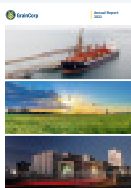
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Reporting Suite FY21



Annual Report



Sustainability Report



Corporate Governance Statement



These reports are available on our website at graincorp.com.au

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 Sustainability Report has been prepared in accordance with the guidelines of the internationally recognised Global Reporting Initiative G4 framework for a 'core' sustainability report.

Sustainability Report cover image credit: Tom Koerstz, Area Manager, Dubbo North.

Acknowledgement of Country

GrainCorp acknowledges the Traditional Owners and their custodianship of the lands across Australia and pays respect to Elders past, present and emerging. We recognise their rich cultures and continued connection to land, waters and the community.

Message from the Chairman

This year, we have taken an entirely new approach to our Sustainability Report, capturing more of what we are already doing, identifying areas where more work is required and setting a clear path to complete that work.

The agriculture industry is at the forefront of the challenges and the opportunities created by sustainability and key Environment, Social and Governance (ESG) matters.

GrainCorp is a leading Australian agribusiness, with a value chain stretching from our growers on the east coast of Australia (ECA), through our valuable infrastructure network, to our processing and food production sites and our ports and export operations. Our activities encompass almost every aspect of sustainability and ESG and, as these areas continue to dominate political and policy discussions across the globe, we have an opportunity to seek and identify best practice in these areas and help lead our industry.

This year, we have taken an entirely new approach to our Sustainability Report, capturing more of what we are already doing, identifying areas where more work is required and setting a clear path to complete that work. The form of our Sustainability Report has also changed. As international ESG reporting standards and frameworks continue to evolve, it is vital for GrainCorp to present its ESG reporting in a uniform and transparent manner. The decision to report in accordance with the Global Reporting Initiative (GRI) framework and to start to align with both the Task Force on Climate-related Financial Disclosures (TCFD) framework and the United Nations Sustainable Development Goals (SDGs), is designed to create a flexible reporting framework that will accommodate GrainCorp's diverse business portfolio, while at the same time delivering consistent, assessable information to market and ESG analysts. Importantly, we are reporting on the material ESG topics identified by our key stakeholders through our recent engagement process.

In completing this year's Sustainability Report, we have found much to celebrate at GrainCorp. Our commitment to safety remains paramount and this is evidenced by our response to the COVID-19 pandemic and the strength and resilience of our staff in maintaining operations without interruption and keeping our people safe.

Our Modern Slavery Statement was issued earlier in the year, and work is ongoing to expand and improve this commitment. As part of our targeted growth strategy, we have invested in key projects such as Hone (page 28) and FutureFeed (page 23), each of which are good examples of how sustainability and ESG are integral to our strategy.

One of the most exciting parts of this year's Sustainability Report is our Sustainability roadmap (page 11). As the starting point of our initial three-year rolling plan, we are committing to net zero carbon emissions by 2050. In FY22, we will develop a range of targets for our Scope 1, 2 and 3 emissions and, during FY23 we will review, and aim to improve upon, this net zero commitment.

In addition to climate change and emissions, the topic of responsible sourcing has been identified as highly material for GrainCorp and is an important part of the roadmap. Initially, our focus will be on GrainCorp ingredients and products, as we work with our suppliers to identify and set best practice standards. We will also continue to work with our customers to provide ingredient and product options that are both sustainable and commercially competitive.

I am pleased to present GrainCorp's Sustainability Report for FY21 and delighted by the enthusiasm of our management and operations teams to drive our sustainability efforts, to meet the challenges posed by ESG and to seize the opportunities.

I would like to thank you for continued support, and we look forward to sharing more with you as we deliver against the Sustainability roadmap.



Peter Richards
Chairman



The agriculture industry is at the forefront of the challenges and the opportunities created by sustainability and key Environment, Social and Governance (ESG) matters.

Message from the Managing Director and CEO

Our commitment to sustainability is an integral part of business and operations at GrainCorp.

GrainCorp has published a stand-alone Sustainability Report for almost a decade, underscoring the importance of Environment, Social and Governance (ESG) matters within our business and the food and agriculture industry as a whole. At a global level, our industry must work to feed a growing population in a changing climate, with fewer resources. As a leading agribusiness and processing company, GrainCorp has a responsibility to be proactive in supporting this aim.

Sustainability and ESG provide the foundation for our Company's Vision and Purpose and are integral to both strategy and culture at GrainCorp. This year marks a year of change in how we approach and communicate our ESG activities, to better respond to the expectations of our stakeholders and the increasing demands of effective ESG management and reporting.

As a first step, we engaged directly with our stakeholders to understand their priorities in assessing the ESG impacts of GrainCorp's activities and identifying the potential ESG opportunities for our businesses. This engagement process is ongoing and will be expanded in FY22 and FY23.

International ESG reporting standards and frameworks are continuing to evolve. This year's Sustainability Report is presented in line with the Global Reporting Initiative (GRI) framework. We have also committed to reporting in line with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) framework. Our initial work in this area is detailed on page 22.

At GrainCorp, we recognise the need to move quickly to adapt and respond to climate change. Today, we are committing to net zero carbon emissions by 2050. In the next 12 months, we will complete the work required to start reporting our Scope 3 emissions and set achievable, short-term emissions targets, on our way to net zero. While we have already responded well to the impacts of climate change through key initiatives such the Crop

Production Contract (page 22) and FutureFeed (page 23), we recognise that a net zero value chain commitment requires us to work closely with our partners and suppliers. In FY22, we will strengthen our responsible sourcing practices, including conducting a review of key input policies and our supplier code of conduct.

This year's Sustainability Report highlights the imperative of a balanced and credible approach to ESG. Our rolling three-year plan is designed to ensure that we set ambitious and aspirational ESG goals and targets and that these are achieved through sustainability practices and initiatives that yield positive commercial outcomes. Our management team is accountable for the delivery of both short- and long- term goals and for ensuring that each is underpinned by a feasible, achievable action plan.

In presenting our Sustainability Report this year, I would also like to acknowledge our successes and achievements.

The COVID-19 pandemic has continued to challenge our people nationally and internationally, including during a large harvest year for Eastern Australia. Our learnings from last year, coupled with our continuous efforts to keep our people safe and our businesses operating, have enabled us to maintain continuity of service, whilst ensuring strict compliance with changing State and Federal Government legislation.

Our ability to rise to the challenge of COVID-19 speaks to our culture here at GrainCorp. This year saw our first employee survey since the demerger of the United Malt Business in 2020. I am proud to report that, of the 68 per cent of employees that completed the survey, 85 per cent felt satisfied working at GrainCorp. The results highlight the way our employees create an environment of teamwork and inclusiveness and the value of flexible working conditions.

As a Company so closely tied to the land, the way we interact with our regional communities is of paramount importance. This year, we launched



At GrainCorp, we recognise the need to move quickly to adapt and respond to climate change. Today, we are committing to net zero carbon emissions by 2050.

the new GrainCorp Community Foundation and relaunched GrainCorp Silo Art. The launch of these programs followed months of consultation with our staff, our communities and the broader grains industry, to determine the best way for us to work and grow together, ensuring and optimising GrainCorp's contribution to the communities in which we live and work.



Robert Spurway
Managing Director and CEO

About GrainCorp

GrainCorp is a leading Australian agribusiness and processing company, with integrated operations across four continents and a proud history of delivering for customers for more than 100 years.

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 Values

Lead the Way through inclusivity, integrity and innovation

Own the Result and be accountable for our actions

Deliver for our Customers by listening and coming through for them

Commit to Safety by taking responsibility for our employees, contractors, visitors and communities

Our Global Footprint

>160

Receival sites throughout ECA

10,000+

Grower customers

7

Bulk import/export terminals in ECA

460,000+

Tonnes of oilseed crush capacity

4

Grain elevators and one port in western Canada

290,000

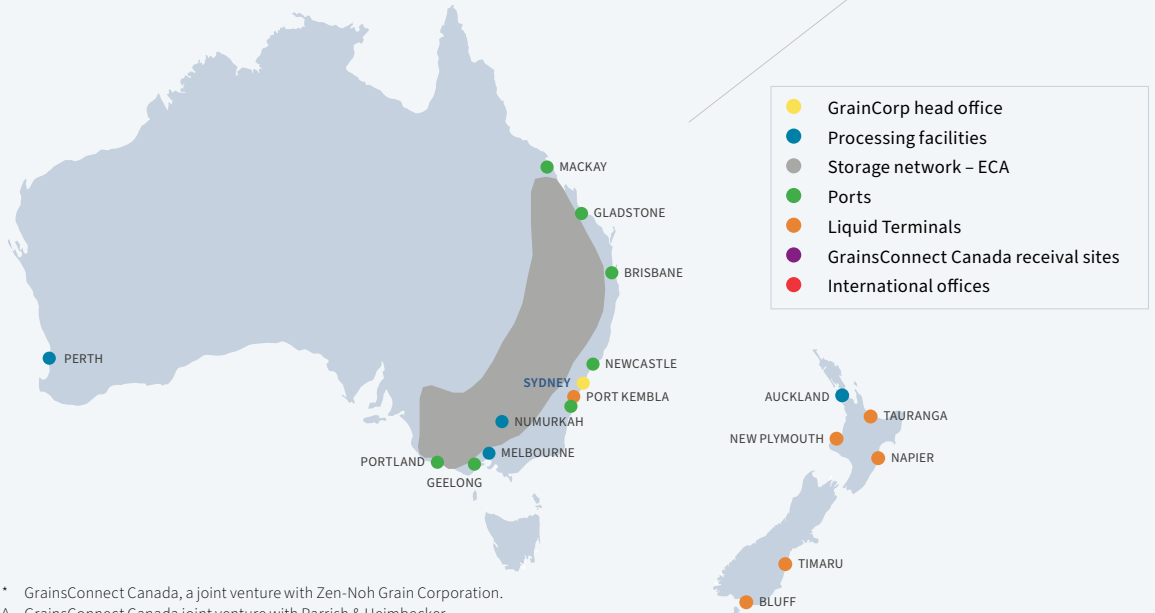
Tonnes of oil refining, bleaching and deodorising (RBD) capacity

20m

Tonnes of country storage capacity

2,380

Total employees (approximate)



* GrainsConnect Canada, a joint venture with Zen-Noh Grain Corporation.
 ^ GrainsConnect Canada joint venture with Parrish & Heimbecker.

How we operate

We partner with growers to maximise the value of their crops, connecting them to domestic and global marketplaces through our end-to-end supply chain and infrastructure assets. We develop innovative solutions to create high quality and sustainable products across the food, feed and industrial sectors.



International

Our integrated supply chain enables GrainCorp to originate grain, pulses and oilseeds from key growing regions around the world, connecting to over 350 customers in more than 50 countries.

We source commodities from all parts of Australia as well as from producers in the United Kingdom, Ukraine and Canada, through our joint venture GrainsConnect Canada, connecting to customers via our marketers in Australia, New Zealand, Canada, UK, Europe and Asia.

350+
Global customers



East Coast Australia

As the largest grain storage and handling network on the east coast of Australia (ECA), GrainCorp operates more than 160 regional receival sites and seven bulk port terminals, connected by road and long-distance rail infrastructure.

The strength of our network is supported by teams with decades of supply chain expertise and a market-leading digital platform, CropConnect, that services over 10,000 growers and buyers.

Through our port network, we also handle a range of other bulk materials including cement, woodchips and fertiliser, enabling us to maximise our port asset utilisation.

26m

Avg annual ECA tonnes handled by GrainCorp¹

4.9m

Avg annual tonnes of grain exports from GrainCorp ports¹

1. Based on 10-year rolling average FY12–FY21.



Oilseeds

GrainCorp is a leading oilseed crusher and refiner in Australia, supporting the local oilseed industry by producing a range of canola oil and canola meal for local and international markets.

The output from our oilseed crushing and refining operations provides the components for cooking oil, spreads and shortenings, prepared foods, animal meal, cosmetics, lubricants, fuels and other industrial applications. Canola oil is also used globally as a renewable fuel feedstock.

460,000+

GrainCorp's oilseed crush capacity (tonnes)

Foods

Our Foods business produces an extensive range of products for iconic brands and works with some of the biggest players in the commercial food market to bring innovative new products to consumers' tables.

We use our expertise in food science and innovation to develop tailored solutions for our customers, including specially blended inputs for the infant formula, bakery and large-scale food manufacturing industries.

Feeds, Fats & Oils

GrainCorp works closely with Australian and New Zealand farmers, providing nutritious, innovative and customised feed solutions to meet animal nutritional needs and improve herd productivity. Through investments such as *FutureFeed*, we are also seeking to reduce livestock emissions, ensuring we meet the expectation of consumers in animal health and sustainability.

We operate across all stages of the fats and oils lifecycle, offering world-class quality control, traceability, carbon intensity assessment and global reach from Australia. As Australia's leading supplier of tallow and upcycler of Used Cooking Oil (UCO), we are well placed to benefit from the strong growth in global demand for renewable fuel feedstocks.



Sustainability at GrainCorp

Sustainability provides the foundation for our Company's Vision and Purpose and is integral to both strategy and culture at GrainCorp.

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GrainCorp's sustainability commitment

This year marks a year of change in how we approach and communicate our ESG activities, to better respond to the expectations of our stakeholders and the increasing demands of effective ESG management and reporting.



Engaging with our stakeholders

The aim of this Sustainability Report is to highlight and analyse our most material topics in sustainability. These key topics are those which:

- Reflect the impacts our business has on the environment and the communities in which we operate.
- Are most important to our stakeholders.
- Impact on our ability to execute our strategy and realise our business objectives.

Our approach has been informed by the GRI framework (2016) and the AA1000 Accountability Principles. In recognition of the constantly changing landscape of ESG, we have commenced a rolling three-year program to identify, prioritise and validate our material topics and develop our engagement with internal and external stakeholders. This Sustainability Report reflects the initial phase of this work, outlined in figure 1, and this will be expanded and refined in the next two reporting cycles.

We conducted a desktop review of information ranging from the United Nations Sustainable Development Goals (SDGs) and reporting standards to specific Environment Social and Governance (ESG) analyst reports. This resulted in a long list of topics which was used in internal and external consultation to further refine scope and importance. The validity of this set of topics was confirmed through an analysis undertaken by external consultants. Representative stakeholders were consulted based on the nature of their relationship with GrainCorp including dependence and influence. These included representatives from community bodies, customers, finance providers, employees, equity research analysts, government, grower representatives, industry bodies, investors, media, proxy and governance advisors, regulators and suppliers.

Our desktop analysis and stakeholder engagement resulted in the list of highly material topics set out on the next page and considered in detail in this Sustainability Report. Information on additional topics of importance to GrainCorp, including Diversity, Community Relationships and Waste Management, is also included.

Figure 1 – Our approach to materiality

1. Identify potential topics

Desktop review of multiple sources of internal and external information including:

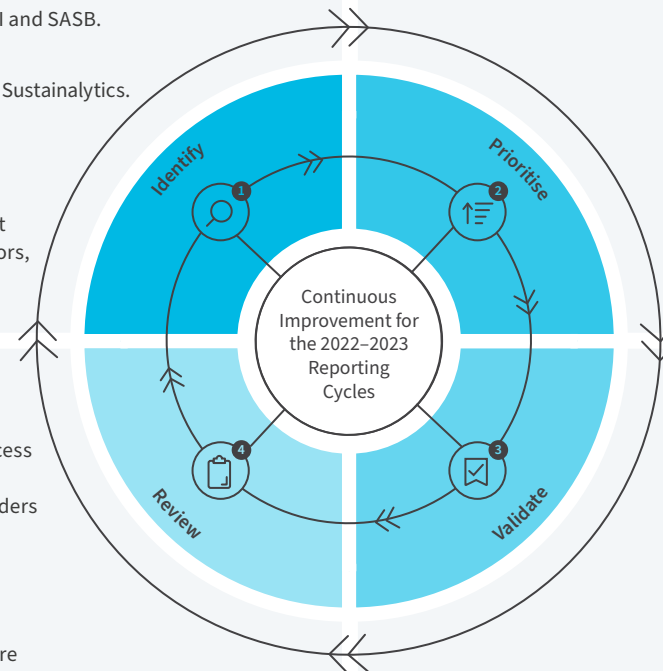
- The UN Sustainable Development Goals.
- Global standards including GRI and SASB.
- Global and domestic peers.
- ESG reports including MSCI and Sustainalytics.
- Media coverage.
- Peak industry body surveys.

Engagement with external stakeholders on topics of interest and their scope, including investors, customers and suppliers.

2. Prioritise topics

Prioritise topics based on:

- The significance of GrainCorp’s impacts on environmental, social and economic development in consultation with the Executive Leadership Team.
- Engagement with representative stakeholders in an initial survey, including investors, customers and suppliers.



4. Review topics

- Develop and implement a process of expanded engagement with internal and external stakeholders to provide feedback on topics, their scope and priority.
- Further refine material topics as GrainCorp’s risk framework and other internal processes are reviewed and progressed.
- Review topics against content development criteria in relevant standards including GRI, SASB, Integrated Reporting and TCFD.

3. Validate topics

Table prioritised list of topics for the reporting cycle with the Executive Leadership Team and the Safety, Health and Environment Committee.

Engaging with our stakeholders (continued)

We recognise that our material topics can change rapidly and we will continue to engage with stakeholders and seek their feedback on sustainability-related topics. We invite any interested party to contact us at sustainability@graincorp.com.au and welcome feedback.

Our work on materiality will also be refined through the GrainCorp Group Risk Management Framework and the application of key reporting standards including the Taskforce on Climate-related Financial Disclosures (TCFD) and the Integrated Reporting and GRI Sector Standard for Agriculture, Aquaculture and Fisheries.

Throughout the 2022 reporting cycle, we will also be expanding our work on the topic of human rights.

This will include further stakeholder engagement to understand the primary areas of relevance for GrainCorp and the review and update of our key codes of conduct. Our standards and expectations regarding human rights are outlined in our current Code of Conduct and Supplier Code of Conduct, available [here](#). Our Modern Slavery Policy and Modern Slavery Statement are available [here](#).

Figure 2 – Material Topics 2021

Highly Material Topic	Definition	Related United Nations SDG	Read more
Workforce health and safety	The safety, health and wellbeing of employees (including GrainCorp controlled contractors and seasonal workers) and customers visiting GrainCorp's sites.		Page 36 >>
Greenhouse gas emissions	The Scope 1 and Scope 2 GHG emissions produced as a result of the operations of GrainCorp and GrainCorp controlled entities.		Page 16 >>
Climate change and adaptation response	GrainCorp's exposure to climate change risk and the steps being taken to identify and mitigate the impacts of climate change.		Page 26 >>
Energy	Energy and fuels including renewable and non-renewable sources consumed as a result of the operations of GrainCorp and GrainCorp controlled entities.		Page 18 >>
Water	Water withdrawn and consumed as a result of the operations of GrainCorp and GrainCorp controlled entities.		Page 19 >>
Food safety and consumer confidence	Compliance with food safety standards across GrainCorp's and GrainCorp controlled entities' food handling operations.		Page 30 >>
Corporate governance and human rights	Protection of human rights in operations and the supply chain including working conditions, freedom of association, the rights of Indigenous people and addressing modern slavery.		Page 12 >>
Responsible sourcing of GrainCorp's ingredients	Responsible sourcing of ingredients used in GrainCorp's own products, particularly environmental and social impacts and how they are managed.		Page 25 >>

Sustainability roadmap

We recognise we are at the beginning of our sustainability journey in some areas and have determined a roadmap of actions to support our sustainable growth into the future.

	2021	2022	2023 and beyond
Stakeholder engagement	Initial external stakeholder engagement undertaken determining eight highly material topics	Expanded external stakeholder engagement to refine highly material topics Internal stakeholder engagement and communication program to highlight ESG topics and embed sustainability focus	Continue external and internal stakeholder engagement
Climate Risk incorporating Energy and Water impacts	Commitment to net zero carbon emissions by 2050 Top-down risk and opportunities assessment across GrainCorp's value chain facilitated by external consultant Identification of key workstreams and development of a roadmap for TCFD alignment	Detailed assessment of risks and opportunities identified in 2021 Integrate into GrainCorp strategy Develop a methodology for annual monitoring of risk and opportunities (including metrics) and integrate into existing risk management processes Define, identify and start to measure Scope 3 emissions in the supply chain Develop an initial range of long-term targets for Scope 1, 2 and 3 emission reduction Review, formalise and disclose the governance of climate-related risks and opportunities in line with the TCFD framework Collect all relevant data and establish action plan to achieve and improve upon 2050 net zero carbon commitment	Annual disclosure of risk management process and outcomes in the Annual Report (2023) Set long-term targets for Scope 1, 2 and 3 emission reduction (2023) Review and bring forward net zero carbon commitment Undertake climate change scenario analysis in accordance with the TCFD framework and integrate into annual disclosure (2023) Refine scenario analysis for annual disclosure (2024) Report performance against targets (2024)
Responsible sourcing	Developed and implemented Palm Oil Sourcing Position Statement	Develop additional sourcing position statements for those inputs identified as high-impact Review and update Supplier Code of Conduct to ensure a more comprehensive approach to ESG issues and expectations including specific environmental, land management, food waste and human rights matters Implement a centralised process for continuous assessment of Tier 1 suppliers to GrainCorp food processing operations	Expand supplier assessment to Tier 2 and Tier 3 suppliers and beyond, for commodities associated with specific and significant ESG impacts (2023) Report on efficacy of updated Supplier Code including aggregated results of supplier compliance and audits (2024)
Waste	Pre-assurance of general waste metric	Disclose general waste metric Commence process for waste segregation and measurement Identify material waste streams and develop company-wide waste reduction strategy and targets	Set targets for waste reduction (2023)
Human rights	Human Rights identified as a highly material topic of interest to stakeholders	Expand stakeholder engagement to identify and prioritise aspects of importance Develop and implement Human Rights Policy Develop and implement Employee Rights Policy Release FY21 Modern Slavery Statement and improve year on year disclosures on modern slavery	Incorporate best practice disclosures into Modern Slavery Statement in line with Australian Border Force recommendations (2023)

Sustainability governance

The Board of Directors has responsibility for overseeing:

- GrainCorp's sustainability and environmental, social and governance (ESG) activities and reporting frameworks.
- Exposure to ESG risks and climate change.

The Board Safety, Health and Environment Committee (SHEC), Audit and Risk Committee (ARC) and Remuneration and Nominations Committee (RNC) assist the Board in discharging these responsibilities.

The SHEC has oversight of GrainCorp's ESG activities and the development and implementation of the sustainability and ESG reporting framework. The SHEC is responsible for:

- Considering, and recommending to the Board for approval, any publicly disclosed safety, health, environmental, sourcing, emissions and/or other targets and initiatives relating to ESG and sustainability, including climate change goals or targets (Sustainability Targets).
- Reviewing and monitoring progress towards Sustainability Targets.
- Approving the adoption of the Company's external sustainability reporting frameworks.
- Reviewing and recommending to the Board for approval, any new policies or amendments to existing policies, in respect of sustainability matters.

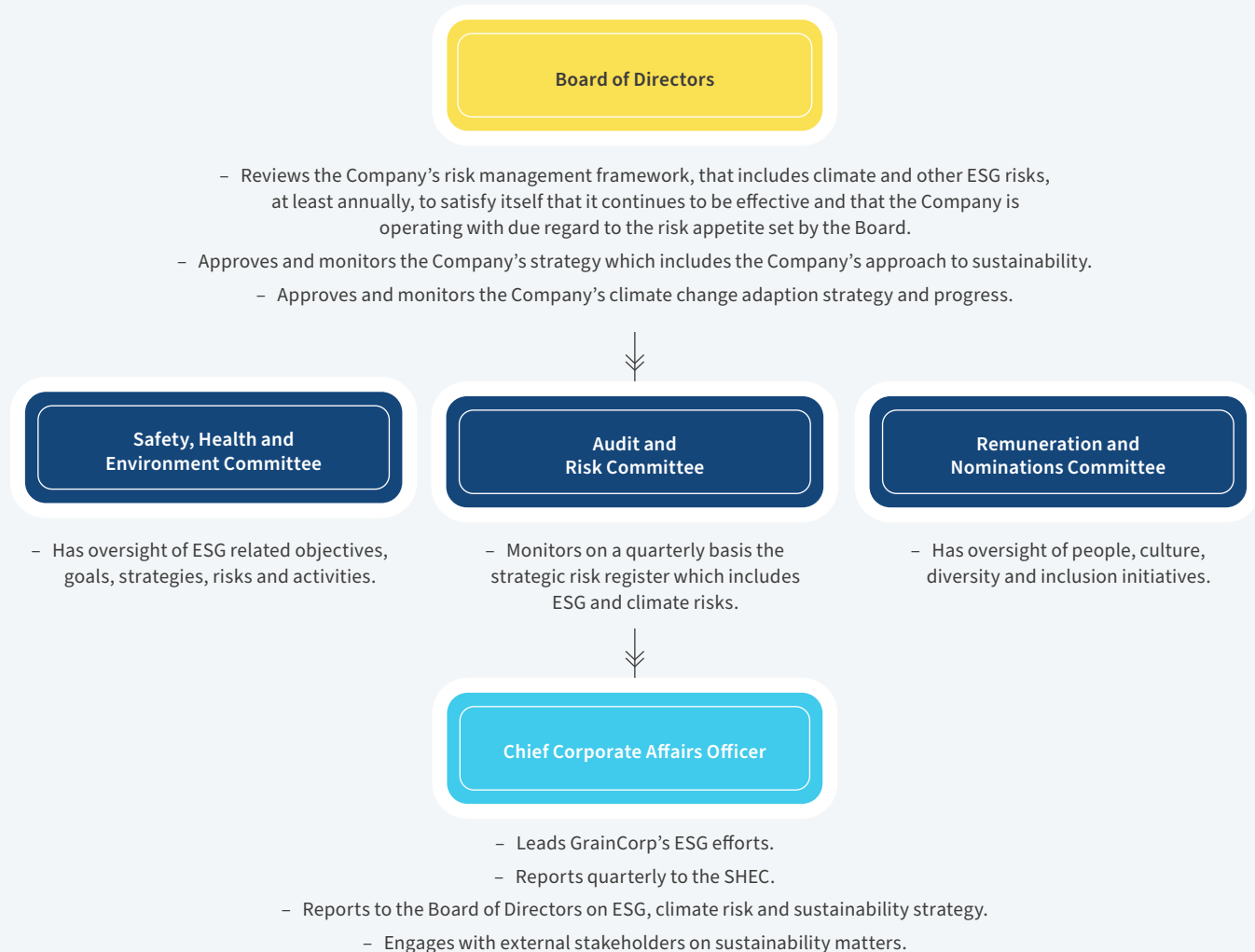
The ARC is responsible for reviewing and monitoring GrainCorp's risk management framework and assists the Board in overseeing and monitoring ESG and climate risks, which are captured on GrainCorp's strategic risk register. The ARC will also oversee the development of climate-related financial disclosures and governance of management processes in line with the TCFD framework.

The RNC has oversight of GrainCorp's people, culture, diversity and inclusion initiatives.

The Chief Corporate Affairs Officer and Group General Counsel (CCAO) has executive level responsibility for GrainCorp's ESG activities, external ESG and sustainability reporting, engagement with external stakeholders on sustainability matters, and is the internal risk owner of ESG and climate risks. Supported by operational and corporate team members, the CCAO has implemented key reporting frameworks in FY21 and has oversight of the sustainability roadmap outlined on page 11.

Selected data points on pages 16 and 40 of this Sustainability Report have been subject to limited assurance from KPMG. KPMG's Limited assurance report is included on page 51.

Sustainability governance overview



Continued resilience throughout COVID-19

Our response to the COVID-19 pandemic has highlighted the strength of our values and the resilience of our organisation in maintaining operations and keeping our employees safe.

When the pandemic emerged in 2020, we created a dedicated Crisis Management Team to lead GrainCorp's COVID-19 response in safeguarding the health and safety of our workforce and communities. The steps we have taken at each stage of the crisis have ensured GrainCorp can continue to operate without interruption and provide essential goods and services to our customers.

As COVID-19 persists, we have developed COVID safety plans for our businesses. These plans include:

- Close monitoring of vaccination requirements, border conditions and requirements and timely communication regarding vaccine mandates, travel bans and other State and Federal restrictions, including between GrainCorp sites/offices.
- Vaccination status and other screening requirements for visitors to sites/offices, including contractors, suppliers and delivery drivers.
- Protocols and procedures in the event of a positive COVID-19 diagnosis within our workforce.
- Regular virtual communications sessions between senior management and site staff to maintain connection and support resilience.
- Adherence to social distancing requirements as directed by State and Federal Governments.

We have also embedded a range of processes in our day-to-day operations that seek to minimise risk and maintain the highest standards of hygiene and safety. Processes include:

- Changes to office and site configurations to accommodate social distancing as required.
- Technology embedded to transition seamlessly to working from home.
- Regular communication reiterating the importance of regular handwashing and staying home when experiencing any cold or flu like symptoms.
- Increased frequency of cleaning and sanitisation procedures at all sites.
- Access to mental health and resilience programs and other wellbeing support mechanisms for employees.
- Support for vaccination process by allowing reasonable paid time off to obtain a vaccination during regular working hours.
- Encouragement to provide vaccination status information to better understand the extent to which our workforce in Australia and New Zealand is protected against COVID-19.
- Engagement with industry and Federal and State Governments to provide feedback on how legislation and regulations may impact the agriculture industry and on how best to support economic recovery.



Patrick Ruggles, Bulk Grain Worker, samples grain delivered to Geelong Terminal.

Continued resilience throughout COVID-19
(continued)

Harvest Readiness

We executed a successful 2020/21 harvest program, despite the restrictions imposed due to COVID-19.



GrainCorp's contactless delivery process includes the following:

1

Minimising movement of all GrainCorp staff and customers

2

Use of an updated Delivery Advice form that eliminates the need for face-to-face contact upon entry to receival sites

3

Settlement of contracts via CropConnect only with no onsite cash settlement or transfer

4

No transfer of clipboards around the site and other reductions of physical paperwork

Currently our teams are working to ensure our network is equipped to handle the new crop at the right time and in the right locations, and we have recruited over 3,000 harvest casuals to manage the demands across 160 up-country sites and ports.

We have developed a three-tier plan aligned to the levels of risk imposed by various potential COVID-19 scenarios and every GrainCorp site and office has its own dedicated COVID-safe plan, setting out clear protocols and procedures to follow should any of these scenarios emerge.

We have also refined our 'contactless site' processes and put in place COVID-safe grain intake plans to further minimise contact across our receival sites and ports as the 2021/2022 winter crop harvest progresses. Our advanced contact-free technology platforms – **Fastweigh** for grain sampling and receival and **CropConnect** for digital transaction, are central to this plan.

Our contactless delivery process has been communicated to growers through a series of pre-harvest webinars.

We also require growers, truck drivers and other visitors to abide by any public health orders in place at the time of delivery. This may involve remaining in vehicles, wearing face masks on site, using only designated areas and/or using a QR code to 'check in' at the first point of contact.

GrainCorp strongly encourages all employees and growers to get vaccinated. We continue to follow all State and Federal Government legislation in relation to restrictions and vaccination requirements, including public health orders that require specific staff members to get vaccinated in order to carry out their jobs.

CASE STUDY

GrainCorp partners with Active Farmers to provide support to our regional communities

The last 12 months have been incredibly challenging for our regional communities dealing with the impacts of the COVID-19 pandemic, the recent mouse plague and serious floods in some areas. By partnering with Active Farmers, we hope to support the health, wellbeing and resilience of the rural communities we operate within.

Active Farmers runs regular group fitness classes in over 45 small farming communities across the country and aims to improve physical health, mental health and community connectedness. In addition, Active Farmers provides a variety of health workshops and community led events.



An Active Farmers class in action at Warracknabeal, in Western Victoria.



Environment

We know that the health of our natural resources underpins our future, and that our commitment to sustainable practices is of vital importance. We focus on minimising our use of energy and water and minimising the waste and emissions we produce.

In this section

- 16 Water, waste, energy and emissions
- 22 Climate change and adaption response





Water, waste, energy and emissions

2021 Achievements

- > Energy Management System trials undertaken at grain terminals at Port Kembla and Carrington
- > Developed initial Energy Management Policy
- > Commenced benchmarking to identify areas of focus for ISO50001 compliance

2022 Priority Actions

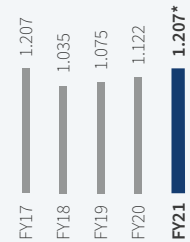
- > Roll out Energy Management Policy
- > Develop and roll out Energy Strategy
- > Develop company-wide Energy Management System consistent with the ISO50001 framework
- > Identify operating regions under high baseline water stress and identify and disclose water minimisation opportunities at priority sites
- > Disclose general waste metric and put systems in place to measure water use by source and segregated waste metrics

Date range is Australian financial year, 1 July – 30 June.
 All data is inclusive of Australia/New Zealand operations and excludes divested businesses.
 FY21 data contained within charts indicated by an asterisk (*) are subject to assurance from KPMG. See KPMG's limited assurance report on page 51.

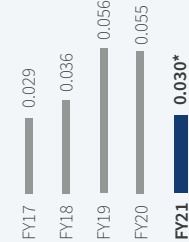
1. Calculated as the total energy (GJ) per production/throughput tonne. FY17 data onwards has been restated using this methodology.
2. Scope 1 emissions are those produced directly by GrainCorp's activities.
3. Scope 2 emissions are indirect emissions, such as electricity consumption.
4. Calculated as the total GHG Emissions per production/throughput tonne. FY17 data onwards has been restated using this methodology.
5. Water usage reported is from metered mains supply.
6. Calculated as the total water use/tradewaste (KL) per production/throughput tonne. Includes metered water only. FY17 data onwards has been restated using this methodology.
7. Level 5 environmental incidents are ones that threaten material or serious environmental harm.
8. Level 4 environmental incidents are lesser incidents that are still notifiable to the authority/regulator.

How we are tracking

Total Energy Use (GJ) (million)



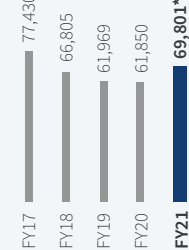
Energy Use per Tonne (GJ)¹



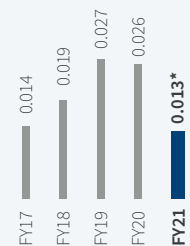
Scope 1 GHG Emissions (tCO₂-e)²



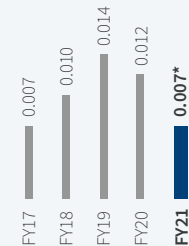
Scope 2 GHG Emissions (tCO₂-e)³



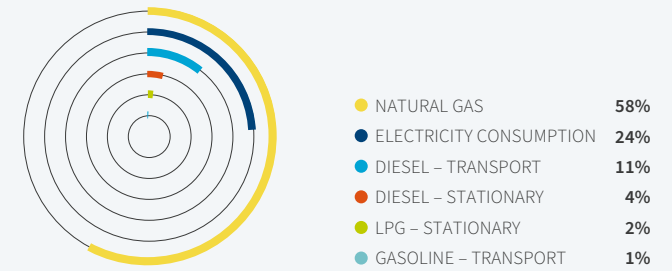
Water Use per Tonne (KL)⁵



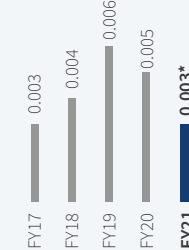
Tradewaste Discharge per Tonne (KL)⁶



Energy Use (GJ) by Source FY21



GHG Emissions per Tonne (tCO₂-e)⁴



Water Use (KL)⁵



Loss of Containment Events^{7,8}





Water, waste, energy and emissions (continued)

The health of our natural resources underpins our future.

Why is it important

GrainCorp is committed to meeting and exceeding its environmental obligations, while continually pursuing ways to improve our management of energy and water use, emissions and waste impacts.

We will reduce our environmental impacts through:

- Compliance with environmental laws and regulations.
- Identifying and acting on opportunities to improve resource efficiency.
- Publicly reporting and remaining accountable for our progress.

Our Environment Policy provides further detail on this approach and is available [here](#).

How do we manage it?

The environmental impacts of GrainCorp's direct operations are managed through our Safety, Health, Environment and Quality (SHEQ) Management System which ensures a rigorous, consistent company-wide process including standard setting, monitoring, reporting, auditing and continuous improvement across key aspects of our businesses.

Environmental obligations, compliance and risk are managed and controlled through site specific registers that identify, specify and quantify issues associated with operational activities. Each Site Manager is responsible for overseeing site-specific environmental management processes and employees are trained in the procedures for managing and reporting incidents.

Environmental assurance audits are undertaken for each of the twenty-one sites that are classified as high-risk, based on a range of factors including location, licences held and activities undertaken. Assurance provides verification and benchmarking of environmental performance over time to identify areas for improvement. This provides important information for the development of site-specific initiatives to improve performance.

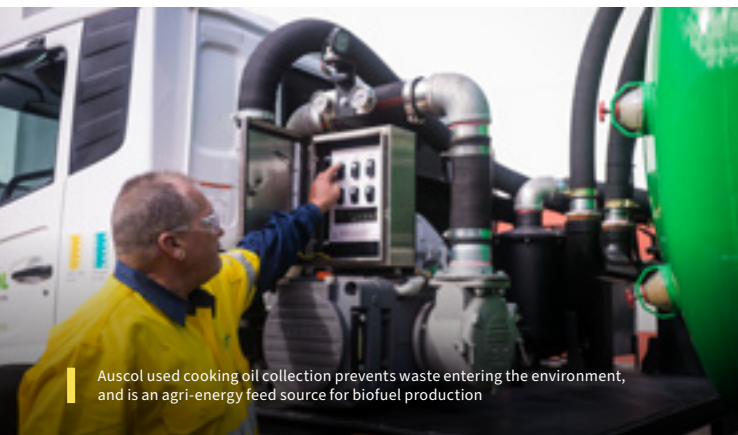
Environmental compliance

Our operations are subject to multiple national and state-based environmental regulations. These range from managing local issues such as odour, to the monitoring of greenhouse gas emissions and the use of chemicals such as fumigants for pest control. Thirteen of our sites hold environmental licences.

In Australia, the National Pollutant Inventory (NPI) governs and monitors the use of certain chemicals that can impact human health and the environment. Three of our operating sites, West Footscray, Pinjarra and Numurkah (refer page 5), report their use, storage, transfer and disposal of such chemicals. Details of these reports are publicly available on the NPI website [here](#).

Methyl bromide is used as a fumigant to treat grains prior to export to market. Methyl bromide is an ozone depleting gas and is classified as a controlled substance under the *Ozone Protection and Synthetic Greenhouse Gas Management Act 1989*. GrainCorp has a statutory obligation to carry out this activity in such a way that prevents or minimises the release of the air pollutant methyl bromide to the atmosphere, and we use methyl bromide at each of our seven export terminals situated across east coast Australia (refer page 5). We report methyl bromide use to the NSW Environment Protection Authority (NSW EPA) and relevant reporting documentation is available [here](#). The NSW EPA considers that the methods for minimisation, capture and/or destruction of methyl bromide have progressed in recent years and, as part of GrainCorp's licensing conditions for the NSW sites at Carrington and Port Kembla, have directed GrainCorp to undertake a pollution reduction study to investigate practicable means for preventing or minimising methyl bromide emissions. We are committed to working with the NSW EPA and have engaged external consultant AECOM for assistance in investigating technology and engineering solutions that prevent or minimise methyl bromide emissions. We will provide a report to the NSW EPA in February 2022 with the findings of these investigations.

We report our Scope 1 and Scope 2 emissions from our Australian operations under the Australian *National Greenhouse and Energy Reporting Act 2007* and this data is available [here](#).



Auscol used cooking oil collection prevents waste entering the environment, and is an agri-energy feed source for biofuel production



Water, waste, energy and emissions (continued)

CASE STUDY

Renewable energy strategy

At GrainCorp, we are rethinking our relationship with energy, and in particular, investigating opportunities to play a greater role in the development of the renewable energy sector. In the short term, we expect not only to shift our consumption towards renewable electricity, but also to start leveraging our assets and relationships to help generate renewable energy.



Why is this important?

Sustainability is core to our strategy, and energy-related emissions contribute significantly to the carbon footprint of both GrainCorp and our growers.

We also want to deliver value on three fronts:

- **Value to GrainCorp:** Reduction in our energy spend, and creation of new business opportunities in areas such as biofuel and solar.
- **Value to our growers:** Access to cheaper energy; considering the ways to partner with growers to monetise straw and other farm by-products.
- **Value to the planet:** Reduction in our carbon footprint.

What are we looking at?

The GrainCorp renewable energy strategy will be launched in FY22. As part of our preparation for this, we are investigating several high-potential pathways, including:

- Installing 'behind the meter' solar panels at our sites, to facilitate the direct consumption of the low-cost, low-carbon energy we produce.
- Building solar farms on our under-utilised land with the potential to provide energy to surrounding regions.
- Partnering with start-ups to build biomass energy plants that convert our by-products such as dust, damaged grain, straw, used cooking oil and tallow into energy.
- Partnering with CSIRO and other scientists to be on the frontier of innovations like Hydrogen energy and Biochar.

Emissions and Energy Use

GrainCorp has a responsibility to reduce the greenhouse gas (GHG) emissions resulting directly from our business activities. The majority of GrainCorp's direct emissions are the result of energy use at our operating sites at Numurkah and West Footscray. We have adopted an initial Energy Management Policy which aims to improve the energy performance of our operations through increased commitment to energy efficiency, performance management and setting energy targets. This Policy can be found [here](#).

In 2022, we will roll out our Energy Management Policy and Energy Strategy. We will also be developing a company-wide Energy Management System (EnMS) consistent with the ISO50001 framework, to provide a better understanding of the risks and opportunities relating to our energy use.

A key part of our new Energy Strategy is a feasibility assessment on renewable energy. This project is looking at innovative ways we can leverage our assets and partner with growers, industry specialists and other stakeholders to create renewable energy opportunities.

In FY22 we will define, identify and start to measure Scope 3 emissions in the supply chain, in line with our commitment to full TCFD disclosure so we can set an emissions reduction target in 2023.



Water, waste, energy and emissions (continued)

Waste and Water

Our internal water and waste management standards govern our compliance with the regulatory statutes within each state.

These statutes provide guidance on planning, management and licensing requirements. A full list of these statutes is provided in the table below.

	Water	Waste
NSW	Water Management Act 2000	Protection of the Environment Operations Act 1997
QLD	Water Act 2000	Waste Reduction and Recycling Act 2011 and Environmental Protection Act 1994
VIC	Water Act 1989	Environment Protection Act 2017
WA	Rights in Water and Irrigation Act 1914	Waste Avoidance and Resource Recovery Act 2007
SA	Landscape South Australia Act 2019	Environment Protection Act 1993
TAS	Water Management Act 1999	Environmental Management and Pollution Control Act 1994
NZ	Resource Management Act 1991	Solid and trade waste is regulated at the Local and District Government levels

Regular assessments are conducted to determine the risk of spills and applicable control and response procedures. Various tools are used to communicate the requirements in relation to spill response including:

- Our internal Spill Management Standard and Emergency Management Standard.
- Toolbox talks outlining spill response procedures that follow a *Prevention, Control, Clean-up, Disposal, Reporting* framework.
- Grain terminals in NSW have a Pollution Incident Response Management Plan and a simulated environmental release event is conducted annually.

In addition to meeting our compliance obligations, we aim to recycle and reuse water where possible and minimise the waste we generate. Prior to the demerger of the United Malt business in 2020, our water efficiency activities were focused on malting operations, which accounted for the majority of GrainCorp’s water use at that time. In 2022, we will relaunch our water-use strategy, beginning with an assessment of the regions where we utilise water, to identify those that are deemed to be under high baseline water-stress. We will then identify and report upon water minimisation opportunities at priority sites.

In FY22 we will disclose a general waste metric, begin measuring segregated waste streams and identify the waste streams of highest impact in order to develop a company-wide waste reduction strategy. Waste reduction targets will be set in 2023.

CASE STUDY

Water reuse

As part of the agricultural supply chain and with key operations in rural areas, GrainCorp is focused on minimising our impact on water use and availability.

At many of our regional sites across east coast Australia, we utilise the borrow pits created when extracting material to build bunkers, to form water-storage dams. Over time, these storage areas fill with run-off water and mobile pumps allow the water to be used for dust suppression and cleaning during harvest.



Run-off water at many of our regional sites is collected in dams and recycled for various industrial purposes.



Water, waste, energy and emissions (continued)

CASE STUDY

Minimising food waste

Each year, an estimated one third of all food produced ends up going to waste.

As part of Foodbank’s Collaborative Supply Program, GrainCorp donated a key ingredient to make ‘MAGGI’s Hearty One Pot Casserole’ – a product that helps people who have received food relief to create a delicious meal from the food they receive and to minimise food waste.



CASE STUDY

Auscol – the cooking oil upcycler

Auscol is one of Australia’s leading companies specialising in the national collection and recycling of used cooking oils and fats, that would otherwise contribute to the pollution of our waterways.

GrainCorp is Australia and New Zealand’s largest exporter of used cooking oil, selling into global renewable energy markets that upcycle the UCO into biodiesel. Auscol services approximately 5,000 outlets across Australia and collects and upcycles 24+ million litres of UCO per annum.

Accreditations



- Auscol also maintains accreditation for Feed Safety through the Australian Renderers Association.
- These certifications are audited annually.





Water, waste, energy and emissions (continued)

How do we stay on track?

Each of our operational sites across east coast Australia and our Processing, Liquid Terminal and Feeds, Fats and Oils businesses are covered by an environmental management plan, an obligations and consents register for verifying compliance and an environmental aspects and impacts register for monitoring risk. These registers are integrated into our SHEQ Management System (refer page 37) which is maintained in accordance with the ISO14001 framework.

Each site has an allocated Environment and Sustainability Advisor who monitors compliance and works together with site employees to identify opportunities for improvement. Any incidence of non-compliance is escalated to the Safety, Health and Environment Manager who works together with a site's team to implement preventative measures in line with our continuous improvement approach.

Our environmental performance is reported to the Safety, Health and Environment Committee of the Board.

**Environmental Compliance –
Obligation Consent Register (OCR) ‘Operationalisation’**





Climate change and adaption response

As a leading Australian agribusiness and processing company, GrainCorp has a responsibility to be an industry leader in responding to climate change.

As such, we have commenced a four-year project to identify and manage climate change risks and opportunities in keeping with the recommendations of the global Financial Stability Board’s Taskforce on Climate-related Financial Disclosures (TCFD). We know that changes must extend beyond our own operations, and we are committed to working with members of our supply chain over the coming years to set ambitious targets for changing the way we operate in order to reduce greenhouse emissions.

This year, GrainCorp engaged an external consultant to undertake a high-level review of our climate risks and opportunities. Part of this review involved consultation with key internal stakeholders, firstly to identify GrainCorp’s risks and opportunities related to climate change, and then categorise them into five key themes. These themes, risks and opportunities were prioritised according to their potential financial impact and anticipated timeframe and assigned to four key workstreams within the TCFD framework. We have developed a phased action plan for the next three reporting cycles that will enable us to disclose clear emissions-reduction targets by 2023 and allow us to integrate climate-risk reporting into our Annual Report going forward.

We have already taken some steps to address aspects of climate change. Our 10-year Crop Production Contract was established in 2019 to help manage the risk associated with east coast Australian (ECA) winter crop production variability. This is vital over the longer term, with expectations that climate variability in eastern Australia will increase over time.¹

We are also involved with opportunities that support emissions reduction within our industry, including our collaboration with the CSIRO. Furthermore, we have identified the alternative protein sector as a growth opportunity for GrainCorp. Our activities in these areas are outlined on the next page. We are confident that, as our climate change adaption response develops, we will continue to make a meaningful impact on agriculture-related emissions.

Actions toward TCFD disclosure

Themes	Workstreams	Actions			
		2021	2022	2023	2024
<p>Materiality Process</p> <p>Continuous Improvement for the 2022-2023 Reporting Cycles</p> <p>Identify, Prioritise, Validate, Review</p>	Risk	<p>Top-down risk and opportunities assessment across GrainCorp’s value chain facilitated by external consultant</p> <p>Identification of key workstreams and development of a roadmap for TCFD alignment</p>	<p>Detailed assessment of risks and opportunities identified in 2021</p> <p>Integrate into GrainCorp strategy</p> <p>Develop a methodology for annual monitoring of risk and opportunities (including metrics) and integrate into existing risk management processes</p>	<p>Annual disclosure of risk management process and outcomes in the Annual Report</p> <p>Set long-term targets for Scope 1,2 and 3 emission reduction</p> <p>Undertake climate change scenario analysis in accordance with the TCFD framework and integrate into annual disclosure</p>	<p>Refine scenario analysis for annual disclosure</p> <p>Report performance against targets</p>
	Strategy		<p>Define, identify and start to measure Scope 3 emissions in the supply chain</p>		
	Metrics and targets		<p>Review, formalise and disclose the governance of climate-related risks and opportunities in line with the TCFD framework</p>		
	Governance				
	Adjacency	Indirect impacts from other industry participants			
	Variability	Physical climate impact on growers and the supply chain			
	Traceability	Stakeholder expectations for measuring and managing carbon in the supply chain			
	Circularity	New revenue potential to support regenerative agriculture, renewable fuel and bioplastics			
	Efficiency	Actions to reduce energy, water and waste internally and externally			

1. GrainCorp 2018 Sustainability Report – Climate change research on 23 wheat cropping districts in eastern Australia – conducted by Ndevr Environmental.



Climate change and adaption response (continued)

CASE STUDY
GrainCorp growth into alternative protein

The rapidly growing alternative protein sector is one of GrainCorp's priority growth themes. The carbon footprint of plant-based proteins is significantly less than that of animal-proteins, and forecasts have shown that by 2035, every tenth portion of human protein intake will be from an alternative source such as plants, insects, fungi or laboratory-based tissue culture.

GrainCorp is actively exploring multiple opportunities in this sector, including:

- A protein extraction facility, that converts plant-based inputs such as soya beans, peas and fava beans into protein concentrates for use in the alternative protein industry, while at the same time supplying our Feeds business with the valuable by-products of the extrusion process.
- Partnering with key alternative protein producers to develop new inputs for their direct-to-consumer products such as alternative protein burgers and steaks.
- Working with the CSIRO and other scientific bodies to find innovative solutions in this sector, such as establishing canola as an alternative protein input initially for animal feed and ultimately human consumption.


CASE STUDY
FutureFeed: Reducing livestock emissions

In Australia, agriculture contributes around 13% of greenhouse gas emissions each year and about half of these are from methane.

Most of this is produced by cows and other livestock due to the fermentation of plant matter in their stomachs.

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 mission of FutureFeed is to drive adoption of the use of Asparagopsis as a feed ingredient for livestock to reduce methane emissions. When added to animal feed, Asparagopsis 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 by CSIRO over more than five years in collaboration with Meat and Livestock Australia and James Cook University.

<https://www.future-feed.com/our-partners>

Recently FutureFeed hosted an event with renowned chef, Matt Moran, serving the world's first lower emission steaks as part of Australia's National Science Week.

We are also exploring ways to improve the carbon footprint of GrainCorp's own animal feed products by investigating the efficacy of reducing or replacing carbon-intensive ingredients with more sustainable supplements that both reduce the methane production of the animal while increasing the animal's weight.





Ethical Conduct and Transparency

GrainCorp is committed to acting ethically and with integrity and transparency. We promote an environment of compliance, ethical behaviour and respect to protect all stakeholders.

In this section

- 25 Responsible sourcing
- 30 Food safety and consumer confidence



Responsible sourcing

2021 Achievements

- > Developed and adopted Palm Oil Sourcing Position Statement and commitment to working with customers to phase out use of Mass Balance palm oil in customer products by 2030
- > Enhanced due diligence framework for onboarding new suppliers
- > Obtained certification by the Non-GMO project

2022 Priority Actions

- > Continue our comprehensive assessment of all inputs to identify those deemed high-risk and develop appropriate sourcing policies and protocols
- > Update Supplier Code of Conduct to comprehensively address ESG expectations
- > Continue working with customers and suppliers to create more sustainable packaging options
- > Obtain ISCC Certification for our canola crushing facility at Numurkah in Victoria, Australia

Why is it important

GrainCorp procures a broad range of goods and services from several thousand suppliers across its operating regions of Australia, New Zealand, Canada, the UK and Ukraine.

In 2021 we commenced a project to identify ingredients and other inputs with specific environmental and/or social impacts.

Palm oil and soy (GrainCorp Foods)

We purchase palm oil and soy for use in GrainCorp products and in the products we produce on behalf of our customers. These ingredients are linked to regions that are impacted by deforestation and other serious environmental factors and are also high-risk areas for human rights violations.

Packaging (GrainCorp Foods) and Tarpaulins (Grains)

The global packaging industry is a major contributor to high levels of waste and landfill, deforestation and the destruction of the environment. The production of tarpaulins can include certain types of plastics which are not biodegradable or easily recyclable.

Chemicals and Fumigants (Grains)

Chemicals and fumigants are used in the production, storage, handling and exporting of grain and many of these can be harmful to human health and the environment.

GrainCorp uses these and other inputs in different ways throughout our value chain, including for and on behalf of our customers. Our priority in 2022 is to improve our sourcing policies for all inputs and achieve more sustainable outcomes, particularly where we have direct control over the commercial decisions, such as ingredients in food processing for our own GrainCorp brands.

Our priority in 2022 is to improve our sourcing policies for all inputs.

How do we manage it?

All Suppliers

Our Code of Conduct, Environmental Policy, Anti-Bribery and Corruption Policy, Modern Slavery Policy and Supplier Code of Conduct together outline our own commitments and our expectations of suppliers in the management of their businesses with respect to environmental, social and governance (ESG) impacts.

These policies are available on our website: [GrainCorp Codes and Policies](#)

Our Third-Party Due Diligence Procedure provides a framework for entering or renewing existing business relationships. For the onboarding of new suppliers, we take a risk-based, due diligence approach, aligned with our existing Anti-Bribery and Corruption procedures. Defined risk criteria form the basis for determining the level of due diligence required.



Responsible sourcing (continued)

Palm oil and soy

The production of palm and soy is linked to the clearing of forested, high carbon stock and high conservation value areas. This threatens biodiversity, soil health, and vital carbon sinks, and impacts indigenous communities who rely on those areas for their livelihood.

GrainCorp has been a member of the Roundtable on Sustainable Palm Oil (RSPO) since 2013 and all three of our food processing sites hold RSPO certification. The RSPO is a not-for-profit organisation that develops and implements global standards for sustainable palm oil to help minimise the negative impact of palm oil cultivation. Based on the certification of our suppliers, 100 per cent of the palm oil and palm oil products used by GrainCorp in our branded products is Segregated*. We source both Segregated and Mass Balance** palm oil on behalf of our customers and we have committed to working with all GrainCorp customers to facilitate a move to Segregated* palm oil by 2030.

GrainCorp sources a small amount of soy for use in GrainCorp branded products and all soy sourced is certified by either the Roundtable on Responsible Soy (RTRS), the International Sustainability and Carbon Certification (ISCC) or from regions deemed not at a risk of deforestation. RTRS offers a soy certification standard with zero deforestation and zero conversion explicitly stated in its criteria and ISCC supports deforestation free supply, safe working conditions and compliance with human, labour and land rights.

Our Palm Oil Position Statement is available [here](#).

* Segregated: Sustainable palm oil from different certified sources is kept separate from ordinary palm oil throughout supply chain.

** Mass Balance: Sustainable palm oil from certified sources is mixed with ordinary palm oil throughout supply chain.

Sustainable Packaging

GrainCorp Foods sources a variety of packaging for our own products and for our customers' products. Australia has National Packaging Targets that apply to all packaging that is made, used and sold in Australia.

The Australian Packaging Covenant Organisation (APCO) is the organisation charged by the Federal Government with facilitating the delivery of the packaging targets, with the first set to be met by 2025:

- 100% reusable, recyclable or compostable packaging.
- 70% of plastic packaging being recycled or composted.
- 50% of average recycled content included in packaging (revised from 30% in 2020).
- The phase out of problematic and unnecessary single-use plastics packaging.

The majority of GrainCorp's packaging suppliers are members of APCO and we are actively working with customers to eliminate and reduce packaging in various ways, including reducing the thickness and the amount of plastic packaging used in the products produced by GrainCorp. We are currently trialling the use of recycled plastic film for key customers.

Within the Grains business, tarpaulins are used to protect bunkers of grain from weather and other damage. Tarpaulins are an essential part of our storage processes and the majority of the tarpaulins we purchase are made from Polypropylene (PP) or Polyethylene (PE) which can be recycled. Where these types of tarpaulins are not available, such as in periods of high material demand or supply chain disruption, GrainCorp uses Polyvinyl chloride (PVC) tarpaulins. We endeavour to keep the number of PVC tarpaulins used in our network to a minimum.

We are actively working with customers to eliminate and reduce packaging in various ways.

Our PP tarpaulins in Victoria are currently recycled through a local service provider. As there are a limited number of PP recycling service providers, we are working to understand the cost of emissions associated with transferring our end-of-life PP tarpaulins from Queensland and New South Wales to Victoria for recycling, versus the benefit of keeping them out of land-fill.

Chemicals and fumigants

GrainCorp recognises our stakeholders have a growing interest in where and how chemicals are used during the production of food and ingredients, and the nature and impact of those chemicals. We understand we are an important interface between growers and consumers and therefore have a responsibility to maximise transparency and responsibility along the value chain.

GrainCorp's grain handling sites use insecticides and herbicides to maintain food safety and quality standards. The use of these chemicals is governed and recorded according to strict regulations and procedures. The levels of specific chemicals are moderated by the Food Standards Code and enforced by Australia's State and Territory food regulatory agencies. A maximum residue limit (MRL) is the highest amount of an agricultural chemical residue that is legally permitted in a food product sold in Australia. More information can be found [here](#).

A commodity cannot be released for use in food production unless it meets the applicable MRL. GrainCorp recognises that this topic is of growing importance to stakeholders and consumers and works toward minimising chemical use to maintain food safety and quality.



Responsible sourcing (continued)

How do we stay on track?

Our Supplier Code of Conduct is provided to each of our suppliers prior to engagement. The Code provides a clear statement of the standards GrainCorp expects from its suppliers and affords GrainCorp the right to investigate and audit our suppliers, should the need arise. Currently, 34 per cent of suppliers to our food processing business have signed to our Code and another 26 per cent have provided codes of their own which are aligned to the GrainCorp Code in all material respects.

Our Whistleblower hotline is an independently operated service, which is available to all employees and to those within our supply chain. The hotline provides a confidential mechanism for any individual to report possible breaches of any GrainCorp policy, code or standard, by a supplier, that they may have observed or experienced. In the event that GrainCorp identifies, or is made aware of, an incidence of non-compliance, we engage the supplier to develop a remediation plan, or in serious cases, suspend dealings.

In addition to our company-wide onboarding procedure, all standard suppliers to GrainCorp's food processing business are subject to assessments of their Occupational Health and Safety, Environmental and Quality and Food Safety systems. In 2021 GrainCorp will upgrade its membership of SEDEX, a global membership-based platform for responsible sourcing data, to access SEDEX Member Ethical Trade Audits (SMETA). Going forward, SMETA will be utilised as an additional tool for both onboarding new suppliers and monitoring existing suppliers to GrainCorp Foods.

During the reporting year, we ceased a relationship with one supplier of palm oil products due to concerns regarding forced labour. GrainCorp will not enter negotiations for new purchase contracts with that supplier until our concerns regarding forced labour in production have been resolved. No other material non-compliance events with suppliers occurred during the reporting year.

In 2022, our Supplier Code of Conduct will be updated to comprehensively address ESG expectations. Our priority action will be the roll out of the updated Supplier Code, with a target to have all of our remaining suppliers sign the updated Supplier Code of Conduct or provide their own aligned code.

Supporting sustainable farming practices and grower engagement

At GrainCorp we recognise the opportunity we have to work together with our growers to support sustainable farming practices that benefit the environment, growers, and their communities. We send regular emails to our growers, providing updates and detailing developments, both within GrainCorp and across the grains industry. A frequent topic is the latest information and advice relating to on-farm chemical use, changes to chemical use labels and any changes to the requirements mandated by export destinations. Our goal is to raise awareness around best practice for chemical use and to maintain continued access to export markets. To ensure we stay informed on issues such as best practice chemical use, representatives of GrainCorp participate in several industry working groups, committees and advisory boards, such as Grain Trade Australia.

GrainCorp participates in the Australian National Residue Survey (NRS), a program for managing the risk of chemical residues and environmental contaminants in Australian animal and plant products.

Residue monitoring aims to:

- Provide an estimate of the occurrence of residues in products (using systems based on sampling and statistical probability).
- Confirm (or otherwise) that residues in products are below set limits.
- Alert industry if, and when, limits are exceeded, so that corrective action can be taken.

When delivering grain into our system, growers must provide a declaration in relation to chemicals used on-farm. Prior to export, grain is sent for testing to ensure compliance with the chemical and residue requirements of the destination market. Where a breach of permissible limits is detected, the received grain will be managed to ensure compliance with market access requirements.

GrainCorp participates in the Australian National Residue Survey (NRS), a program for managing the risk of chemical residues and environmental contaminants in Australian animal and plant products.

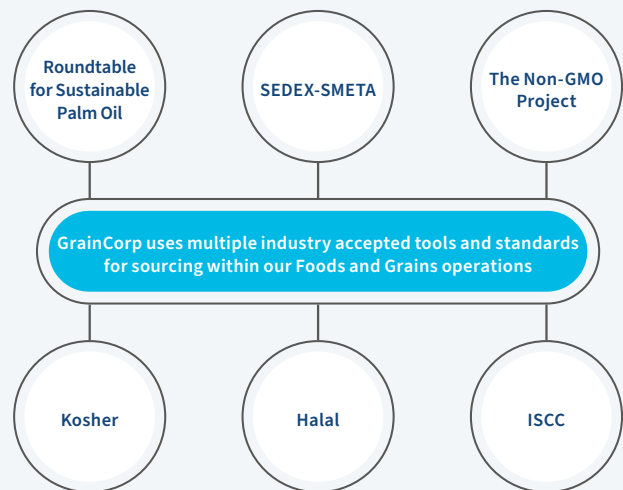


Ethical Conduct and Transparency

Responsible sourcing (continued)

We contract with individual growers via our standard form *Grower Warehousing Agreement*. This is publicly issued to our grower communities every year, with full commentary as to any changes to the prior year's version, and is accompanied by our annual pricing schedule. Subject to the size of the annual harvest, GrainCorp will successfully issue over 10,000 Grower Warehousing Agreements in any given year¹.

We understand that building capability in Australian agriculture is more important than ever. We partnered with Nuffield Australia, the country's leading agricultural scholarship organisation, to create the *One Grain Industry Scholarship* which funds a scholar to research a topic that adds value to the Australian primary industry sector. We expect the first scholarship to be awarded in FY22.



1. In 2020, the ACCC commenced an investigation into the terms of the Grower Warehousing Agreement, in relation to the requirements of the Unfair Contract Terms legislation. GrainCorp participated in the investigation and proposed several, voluntary, clarificatory amendments and operational updates to the terms of the Agreement. The investigation was successfully concluded in March 2021. The GrainCorp Grower Warehousing Agreement remains fully compliant with all applicable legislation.

CASE STUDY

Investing in innovative environmental technology

GrainCorp has recently acquired a minority stake in AgTech company Hone, to support the development of technology that will revolutionise testing methods for growers to better analyse their product on-farm.

Hone's technology provides an efficient alternative to laboratory-based testing in agriculture, mining, wine and other industries.

Over the past three years, GrainCorp has worked with Hone to conduct a range of pilots and identify sources of potential value to GrainCorp. The technology has potential to simplify soil carbon testing for carbon sequestration and could open up new offset prospects for growers and the agriculture industry as a whole.

For growers, increasing their soil carbon has a number of other benefits including enhanced water retention/drought resilience, improved ecosystem health and increased soil nutrients.

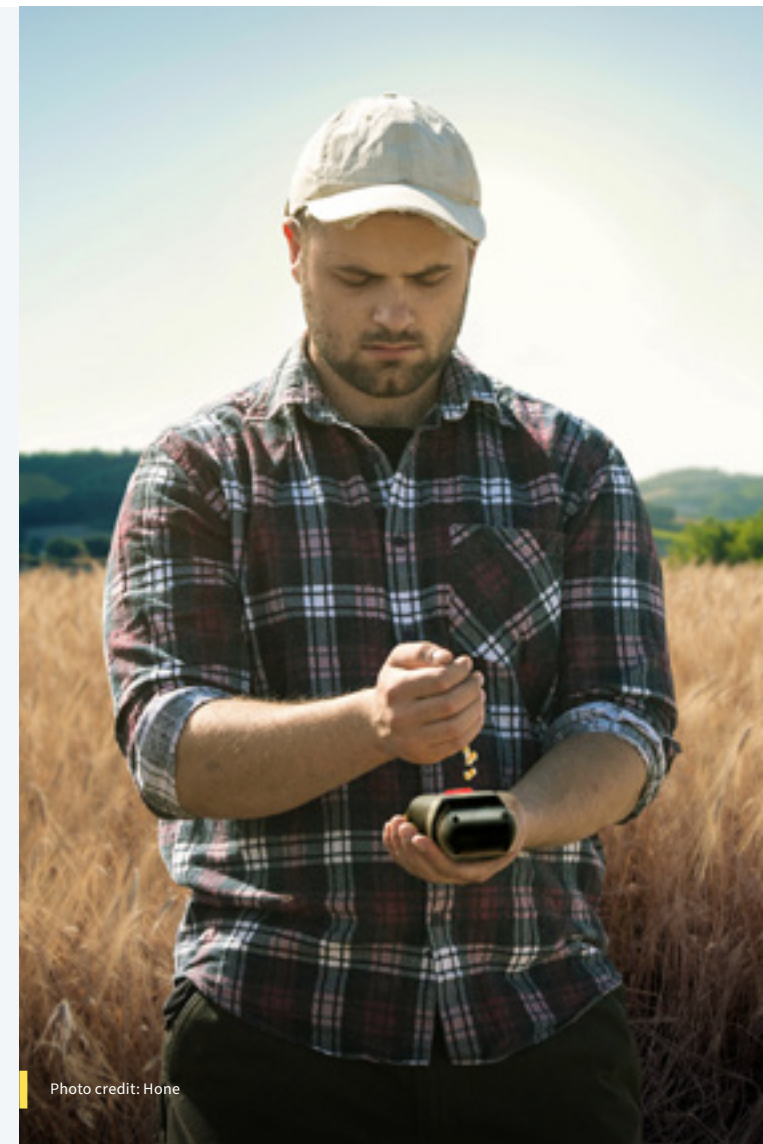


Photo credit: Hone



Responsible sourcing (continued)

CASE STUDY
Supporting Sustainable Grain

We are always looking for ways to increase value in the grains industry and we work closely with our customers to understand key trends and new opportunities.

GrainCorp holds an International Sustainability and Carbon Certification (ISCC) as part of our commitment to supplying sustainable canola. ISCC is a leading global certification system offering traceability throughout the supply chain and enabling each player to source sustainable products from any certificate holder. Europe has become the prime importer of Australian canola, buying up to 80 per cent of our exports at times. It is used in the bio-diesel production program which is designed to reduce reliance on fossil fuels. The European Union has imposed sustainability standards on all imported seed used in this program which means all Australian growers and parts of the supply chain must be certified under the ISCC scheme if their canola is to be exported to Europe¹.

In 2019, GrainCorp teamed up with other major canola marketers to make it easier for growers to export their canola to Europe by simplifying this certification process. The new auditable process, under the banner of Sustainable Grain Australia (SGA), is more efficient and reduces the administrative burden on growers.

SGA requires all growers to be able to provide documentary evidence to demonstrate they fulfil ISCC-EU requirements including the following principles:

- Crop shall not be produced from peat land or on land with high biodiversity value or high carbon stock.
- Crop shall be produced in an environmentally responsible way.
- Safe working conditions shall be implemented throughout crop production.
- Crop production shall not violate human labour rights or land rights.
- Crop production shall take place in compliance with all applicable regional and national laws and shall follow relevant international treaties.

In addition to the numerous environmental benefits related to more sustainable agriculture, achieving certification benefits growers by allowing them access to additional markets and maximise financial returns for their canola.

Further supporting the utility of Australian ISCC certified canola, GrainCorp Foods' crushing facility at Numurkah in Victoria has commenced a process to obtain ISCC Certification for its crushing operations to meet the requirements of customers seeking sustainability certification for canola oil. We have also obtained certification by the Non-GMO Project, a non-profit organisation offering a third-party non-GMO verification program, for products that use Australian ISCC-certified canola.

Based on the success seen with canola and recognising that brewers and maltsters both domestically and overseas are increasingly seeking sustainable barley, GrainCorp will introduce a premium price point for certified sustainable barley in the 2021/22 harvest.

1. AWB, 2021 (<https://www.awb.com.au/2020/iscc-certification>)





Food Safety and Consumer Confidence

Delivering safe and reliable ingredients to our customers is fundamental to our business and ensuring the supply of essential commodities is key to achieving food security for the world’s growing population.

2021 Achievements

- > Achieved all internal food safety targets and maintained high standards of product consistency and quality with no interruption to supply, product withdrawal or recall
- > 54 audit days were conducted by customers and independent auditing bodies across our food processing sites and all audit standards were achieved

2022 Priority Actions

- > Continue to achieve all internal food safety targets and maintain zero product recalls for food safety
- > Continue the journey to embed and sustain an environment focused on quality
- > Execute improvement opportunities identified through food safety culture survey

Why is it important

Delivering safe and reliable ingredients to our customers is fundamental to our business and to ensuring the supply of essential commodities to the world’s growing population. We are committed to delivering products and commodities that are compliant with legal requirements and fulfil our customers’ expectations. As consumer needs become increasingly diverse, we strive to utilise the latest scientific research to create innovative solutions that meet stringent quality standards, ensure healthy lives and promote wellbeing at all ages.

How do we manage it?

GrainCorp has comprehensive food safety and quality assurance practices in place across its entire supply and production chains. Our policies, standards, certifications and industry certifications are consistent with the Food Standards Authority Australia and New Zealand (FSANZ) framework and are available on our website:

[Food Quality Assurance](#)

[Grains Quality Assurance](#)

Food Safety – Certifications and Industry Associations

Certifications/Standards

HACCP	✓	✓	✓	●
ISO 9001 (Quality)	●	✓	✓	✓
ISO 45001 (OH&S)	✓*	✓*	✓*	●
ISO 14001 (Environment)	✓*	✓*	✓*	●
SQF/GFSI	✓	●	●	●
SEDEX Accreditation	✓	●	●	●
Industry Associations				
Australian Renderers Association	●	✓	●	●
National Association of Testing Authorities	●	●	●	✓
American Oils Chemist Society	✓	●	✓	●
Australian Oilseeds Federation	✓	●	✓	●
Grain Trade Australia	●	●	✓	✓
Stockfeed Manufacturers Council of Australia	●	●	✓	●
Grain and Feeds Trade Association	●	●	●	✓
	Foods Australia	Feeds, Fats and Oils	Oilseeds	ECA Grains

* Auscol and sites at West Footscray, Numurkah and Pinjarra only.

Food Safety and Consumer Confidence (continued)

Pest control

The 2021 mouse plague in Eastern Australia brought significant challenges to our industry, our communities and our business.

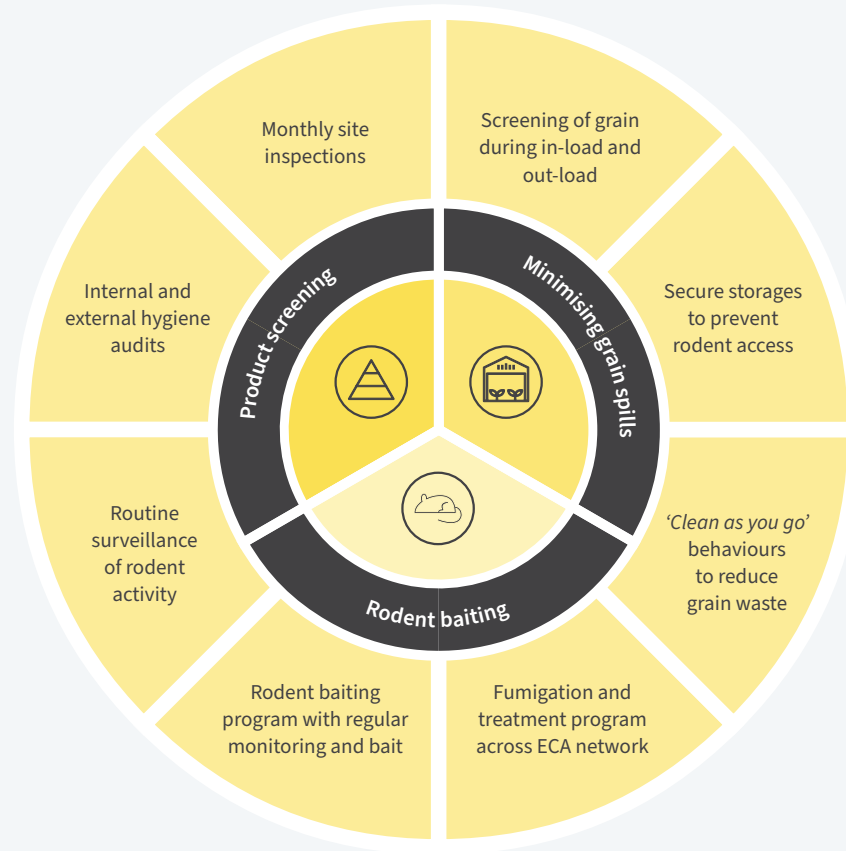
The safety of our food supply chain remained a paramount consideration as grain exports, free of contamination, are of fundamental importance to our ports and to Australia’s reputation for high quality grains in international markets.

GrainCorp operates an Integrated Pest Management System (IPMS) to protect stored grain from pests before it is delivered to domestic customers or to port for export.

For rodent management, we focus on three key measures both to prevent and to manage contaminated grain:

- Product screening.
- Minimising grain spills.
- Rodent baiting.

Key elements of the Integrated Pest Management System include:



 Ethical Conduct and Transparency

Food Safety and Consumer Confidence (continued)

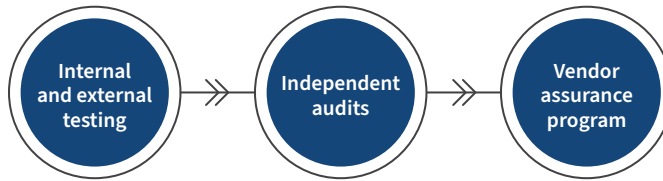
Fifty per cent of our suppliers maintain Global Food Safety Initiative (GFSI) certification. Our quality and food safety management systems are frequently audited internally and also by customers and independent auditing bodies.

In FY21, a combined 52 audits consisting of 54 audit days were conducted across 4 sites. We are pleased to report that we received no major GFSI non-conformances. We did however receive 18 GFSI minor non-conformances, the resolution of which required minor adjustments to process or documentation and all were resolved promptly. Our East Tamaki site in New Zealand received one regulatory non-compliance due to a legislative amendment that had not been adequately captured in an internal risk document and this was also immediately resolved. This external feedback is valuable as it highlights where our processes need adjustment such that we can maintain our best-practice food safety standards.



How do we stay on track?

GrainCorp Operations



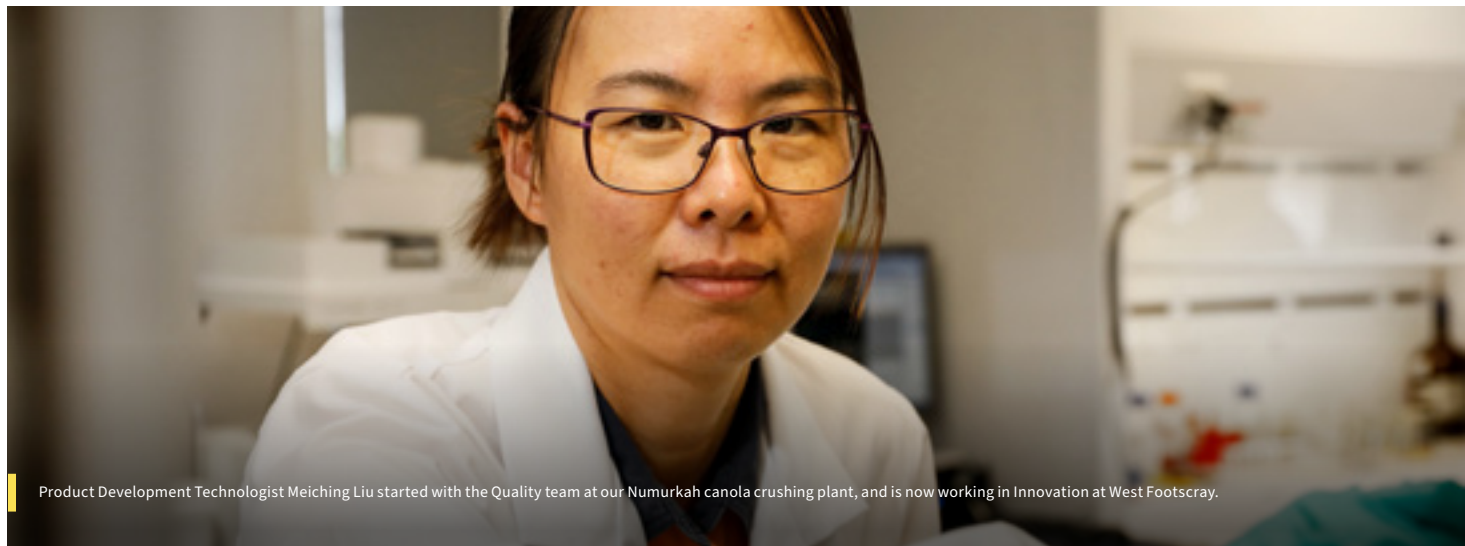
GrainCorp Foods

In addition to our external standards and certifications, internal quality review meetings are held weekly and food and safety management meetings are held monthly. A quarterly management risk committee reviews a dashboard of Key Performance Indicators (KPIs) including an assessment of any complaints to ensure a continuous improvement approach. These KPI's are also reviewed at the Board level through the Audit and Risk Committee.

Grains

We apply a set of commodity-receival standards when accepting grain into our network. These standards are available on our [website](#). All GrainCorp samplers and grain assessors must attend internal training and pass assessments before they can sample loads. Samples are collected daily at site stands and tested at local Quality Assurance laboratories for analysis and comparison. We maintain an approved chemical register for all grain protection chemicals and fumigants and undertake a grain selection and screening process to ensure the quality of the grain is maintained throughout the out-loading program to customers. Only certified testing equipment is used, and our grains storage and transport operations are audited by global specialists in auditing against ISO standards.

Quality review meetings within our Grains operations team are held weekly to review an operational scorecard which, in relation to quality, looks at metrics such as grain product failures, grain at risk and any customer complaints. These are reported to the Grains senior management and addressed via actions appropriate to the issue, including root cause analysis, in order to remedy any issue and ensure no systemic quality failures.



Product Development Technologist Meiching Liu started with the Quality team at our Numurkah canola crushing plant, and is now working in Innovation at West Footscray.

Food Safety and Consumer Confidence (continued)

CASE STUDY
GrainCorp works with Davren Global to explore alternative insecticides

Food safety is an increasing concern in many of GrainCorp's key export markets, including the risk of chemical residues entering the supply chain. While the levels of agricultural and chemical residues that are allowed in foods are highly regulated and considered safe, the challenge is to balance a reliable, high-quality food supply with the need to protect the consumer from unnecessary exposure to chemicals.

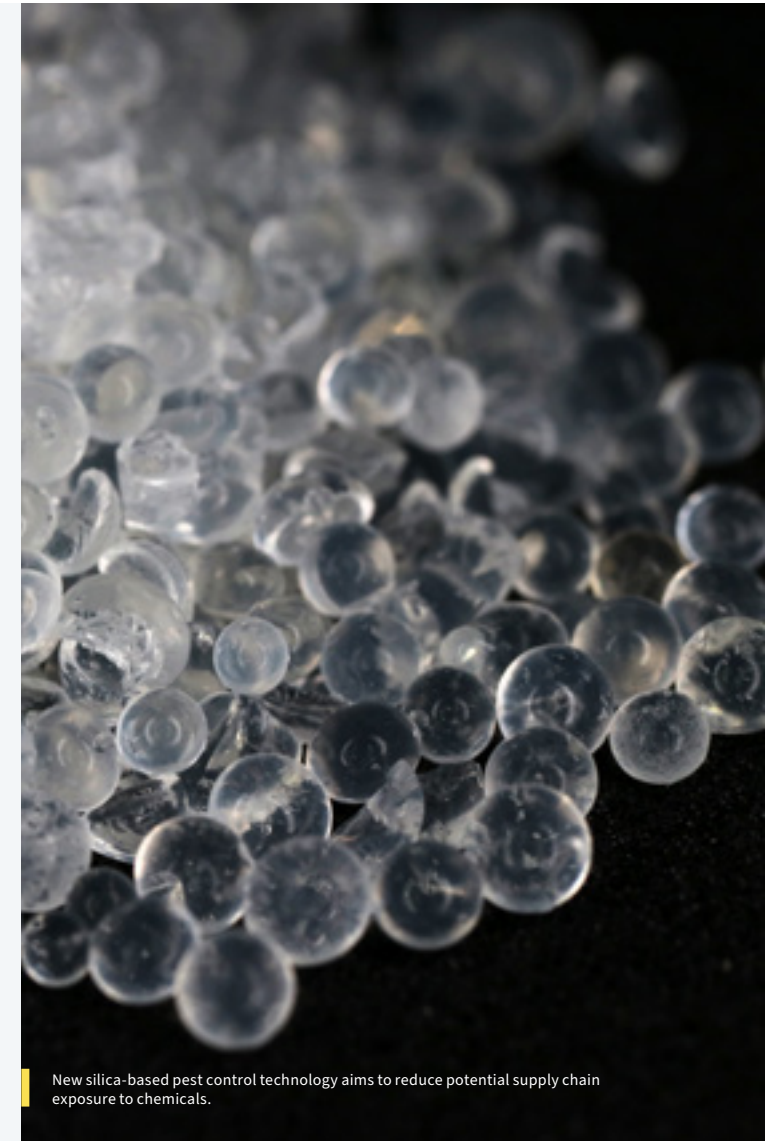
GrainCorp is committed to working with industry organisations to explore effective and sustainable alternatives to agricultural chemicals.

Davren Global Pty Ltd (Davren) is a commercial company developed from the Australian Plant Biosecurity Science Foundation that has demonstrated the potential to use synthetic amorphous silica (SAS) as an effective, safe and environmentally-friendly grain protectant.

Davren intends to bring to market new products based on SAS that have a range of attractive features and can effectively control major grain pests. This has the potential to provide growers with access to premium grain markets that seek produce that has not been treated with conventional protectants.

Recognising that bringing this technology to market benefits sustainable agriculture, GrainCorp is supporting Davren in their research in three key ways:

- Providing advice on industry requirements such as international maximum residue limits.
- Providing access to GrainCorp sites to enable larger scale trials of prototype application equipment.
- Providing grain samples to test the impact of SAS on grain quality.



New silica-based pest control technology aims to reduce potential supply chain exposure to chemicals.

Food Safety and Consumer Confidence (continued)

CASE STUDY

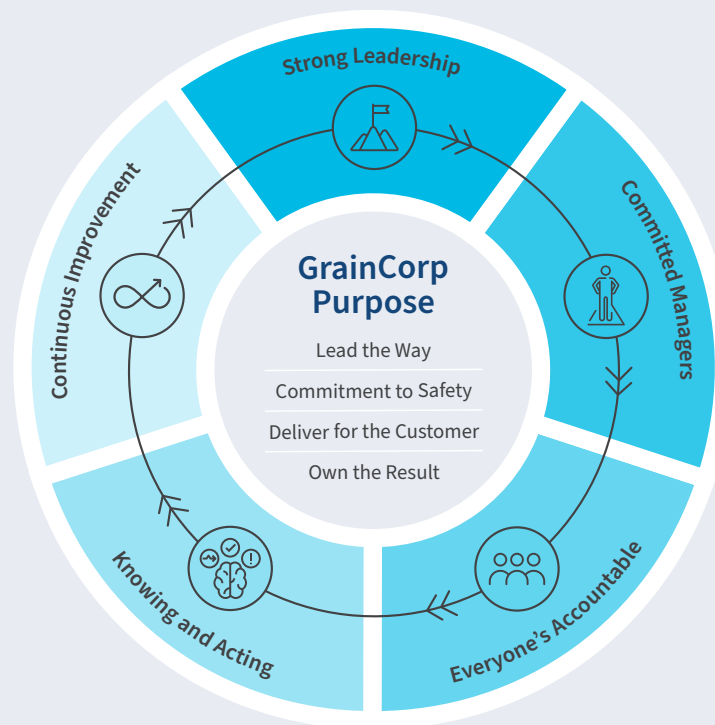
We believe a strong food safety culture is critical to consumer confidence and innovation

Food Safety Culture refers to the attitudes, beliefs, practices and values that determine what is happening when no one is watching. Based on FSANZ guidelines, GrainCorp has developed its own Food Safety Culture model to help ensure that food safety is at the forefront of all we do.

In 2021 we undertook a survey of GrainCorp Foods employees to identify opportunities for improvement in relation to the five pillars of our Food Safety Culture. The survey showed an average score of 85 per cent for employees who agreed (or above) across 15 statements such as “our decisions, actions and behaviours do not change when we are audited or when a senior manager is in the plant”.

Following a leadership workshop at each of our food processing sites to review the results of the survey, an action plan of initiatives was determined. One such initiative is the expansion of our employee recognition program to include recognition of outstanding food safety behaviour. Our next survey is scheduled for the last quarter of 2022 and will provide important feedback as to the success of these ongoing initiatives in further strengthening our food safety culture.

Food Safety at GrainCorp



Strong Leadership

Senior leaders ‘lead the way’, they are openly committed to, and communicate the importance of food safety, ensuring it’s a top priority.



Committed Managers

Managers show their commitment to food safety through dedicating time and effort.



Everyone's Accountable

All employees believe food safety is important and understand that everyone is responsible for ensuring food is safe. We all ‘own the result’.



Knowing and Acting

Employees are trained in food safety so they know the risks involved, and do the right thing, every time.



Continuous Improvement

Food safety practices are monitored and evaluated to ensure that opportunities for improvement are identified.



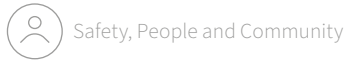
Safety, People and Community

The safety and wellbeing of our people and communities are foundational to creating an environment where people can flourish.

In this section

- 36 Workforce health and safety
- 40 People, Diversity and Inclusion and Employee Engagement
- 46 Community





Workforce health and safety

2021 Achievements

2022 Priority Actions

Fatalities
0

LTIFR
2.31

RIFR
8.87

Workforce Injuries
46

SHE Engagements
19,313

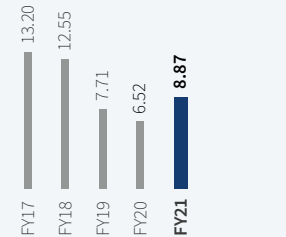
Critical Risk Reviews
11,895

- > Rollout a Behavioural Safety Program
- > Develop a strategy to mitigate injuries related to fitness for work within an ageing workforce
- > Focus on the risk management and safe systems of work aspects of our consolidated Safety, Health, Environment and Quality (SHEQ) management system

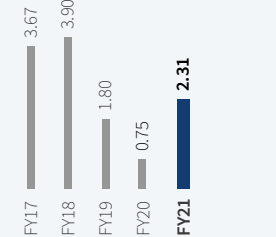
Our aim at GrainCorp is to achieve zero harm to our people and the environments in which we work. FY21 has seen an increase in our Recordable Injury Frequency Rates (RIFR) and our Lost Time Injury Frequency Rate (LTIFR) and we take this seriously. While the number of critical incidents has decreased and there has been a marked reduction in the seriousness of injuries sustained, our priority actions in FY22 are focused on improving our performance on these key metrics.

How we are tracking

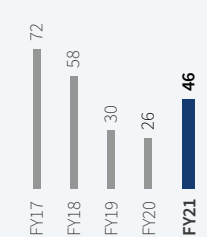
Recordable Injury Frequency Rate (RIFR)¹



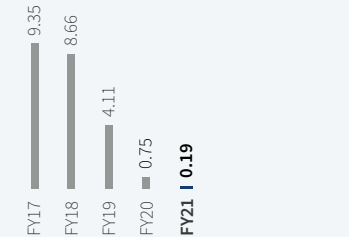
Lost Time Injury Frequency Rate (LTIFR)²



Workforce Injuries³



Critical Incident Frequency Rate⁴



2021

	Direct Employees	Casuals	Contractors and Labour Hire
Fatalities	-	-	-
Number of High Consequence Work-Related Injuries ⁵	2	4	-
Recordable Injury Frequency Rate	9.60 ⁶	Included in Direct Employees number	4.23
Main types of Work-Related Injuries	Head and Hand	Head and Hand	Head and Hand
Near Miss Frequency Rate ⁷	163.88 ⁸		

All data excludes divested businesses.

- Recordable Injury Frequency Rate ("RIFR") is calculated as the number of injuries per million hours worked. Includes lost time injuries and medical treatment injuries. Includes permanent and casual employees and GrainCorp controlled contractors.
- Lost Time Injury Frequency Rate ("LTIFR") is calculated as the number of lost time injuries per million hours worked. Includes permanent and casual employees and GrainCorp controlled contractors.
- Absolute number of lost time injuries and injuries requiring medical treatment by permanent and casual employees and GrainCorp controlled contractors.
- Critical Incident Frequency Rate ("CIFR") is calculated as the number of critical incidents per million hours worked. Includes permanent and casual employees and GrainCorp controlled contractors. Critical Incidents are those that are either a Near Miss⁹ or cause actual harm.
- High Consequence Work-Related Injury defined as a work-related injury that results in a fatality or an injury from which the worker cannot or does not fully recover to pre-injury health status within six months.
- Includes direct employees and harvest casuals.
- A Near Miss is defined as an unplanned incident in which no property or environmental damage or personal injury occurred, but where damage or personal injury easily could have occurred but for a slight circumstantial shift (Sustainability Accounting Standards Board, 2018). Calculated per million hours worked.
- Includes direct employees, casuals and contractors and labour hire.

At GrainCorp we encourage our people to report Near Miss Incidents and strive to create an environment where employees feel supported in doing so. Reviewing trends and fluctuations in this metric allows for the future prevention of incidents that may otherwise result in serious harm.

Safety, People and Community

Workforce health and safety (continued)

We believe all injuries are avoidable and commit to zero harm.

Why is it important

The health and safety of our people is our first priority. Our safety culture, centred on “Zero Harm – Safe for Life”, is mature and continually reinforced by strong leadership combined with systems and processes that ensure continuous improvement and accountability by all employees. Throughout the COVID-19 pandemic, our priority has continued to be the health and safety of our people and our communities, while minimising disruption to our supply chains and our businesses. Adaptable planning and decisive action have enabled our sites to maintain safe operations since the pandemic began in 2020, and we have prioritised mental health and wellbeing during this time to help reinforce our strong safety culture.

How do we manage it?

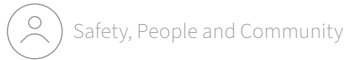
Our Safety, Health and Environment (SHE) strategy ensures GrainCorp provides a safe working environment for our employees, contractors, customers and visitors. Our SHE strategy seeks to eliminate hazards, to reduce occupational health and safety risks, and comply with the health and safety legislation and statutory requirements in the countries in which we operate.

Our Health and Safety Policy outlines our commitments and is updated every two years. The Policy is available [here](#).

Our performance with respect to these commitments is managed and tracked through our International Standards Organisation (ISO) 45001 and ISO14001 compliant SHE Quality (SHEQ) Management System. The system provides all employees and contractors with access to a range of standards and resources encompassing all aspects of workplace safety and environmental management.

GrainCorp SHEQ Management System





Workforce health and safety (continued)

Our approach to safety standards is informed by each operating region’s legislative health and safety standards.

GrainCorp’s Australian food processing site at West Footscray, oilseed crushing sites at Numurkah and Pinjarra and national Auscol business are all ISO45001 certified. GrainCorp also holds Office of the National Safety Regulator (ONSR) accreditation for rail in Queensland, New South Wales and Victoria.

Our Safety, Health Environment and Quality (SHEQ) Management System comprises 71 standards that comprehensively address the aspects required to support our mature safety culture. Some examples of selected standards that support our policy commitments and are aligned to GRI 403 disclosures are described in the table opposite.



In FY22 our focus will be on three key aspects of our SHE strategy:

1

Injury reduction: develop a tailored strategy that supports optimal fitness for work in an aging workforce and mitigates related injuries.

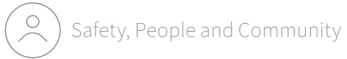
2

Risk Management: Continue to mature GrainCorp’s Safety, Health, Environment and Quality (SHEQ) Management System with a particular focus on risk management and safe systems of work.

3

Behavioural Safety: Rollout a behavioural safety program to promote self-awareness for improved management of the states that lead to incident and injury.

Our Commitment	Element of our Management System	Standard/ Procedure	Description
Safety systems with appropriate risk management processes for all business activities	Risk Identification and Management	Risk Management Standard (2020) 12 Critical Risk Controls Standards	Comprises a framework for identifying, assessing, controlling and monitoring risk relative to the hierarchy of controls. It includes a standard for safe systems of work, risk assessments and critical risk reviews. Risk registers are in place across all sectors of GrainCorp and incidents and hazards are reported through a specialised software platform. GrainCorp’s business risk register identifies key risks and 12 of those have been classified “critical” based on their potential to cause fatality or significant injury. Risk mitigation frameworks including Critical Risk Registers are in place to mitigate these risks.
All incidents and workplace injuries/illnesses promptly reported and investigated with systems in place to ensure such events are reviewed and corrective actions taken	Incident and Injury Management	Incident and Injury Management Standard (2020) Emergency Response, Crisis Management and Business Continuity Standard (2020)	Provides a standard for investigating work related incidents and hazards, determining corrective and mitigating actions and communicating learnings. All sites must have an appropriate Emergency Response Plan which is tested periodically using emergency response drills and we have a Crisis Management Team in place, comprising senior and executive leaders.
Critical importance placed on the health, safety and welfare of all persons at GrainCorp and the communities we operate within	Health and Wellbeing	Multiple standards, including Fitness for Work Standard (2020)	We ensure we manage the health and wellbeing of all workers by considering the risks that could impact fitness for work or specific occupational risks.
Provision of appropriate resources including safe plant and equipment Appropriate instruction, information, training, supervision and support	Roles, Responsibilities and Resources	Roles, Responsibilities and Resources Standard (2021)	Each Australian State and Territory sets out specific health and safety Acts and regulations that align with Company responsibilities. Our standard outlines these responsibilities and reporting relationships.
Trained, qualified and competent people who undertake their work safely	Competency Training and Awareness	SHE Training and Induction Module	Employees, contractors and visitors are informed about the risks, hazards and control measures relevant to them, undergo induction training and undergo specialised training based on a particular role’s training needs analysis. Verification of competency is conducted for high risk activities such as plant and equipment operation. Workers are trained in the procedures for operational tasks and risk assessments are conducted for all tasks with continuous improvement options for controls reviewed.
Regular consultation and communication with our employees and other stakeholders to continue to improve our focus on health and safety	Communication, Participation and Consultation	Toolbox Talks, SHE Engagements, Critical Risk Reviews, Employee Consultation regarding reviews to standards	‘SHE engagements’ encourage conversations about the hazards of a work task and provide a way of reinforcing positive work practices. Actions are raised for all incidents and identified hazards and investigations are undertaken for higher risk incidents. Learnings are shared through Safety Alerts. Toolbox Talks are regularly undertaken across the business to share information and reinforce key safety requirements.
Occupational Health and Safety objectives and targets set to promote and ensure continual improvement aimed at elimination of work-related injuries and illness	Objectives and Targets	SHEQ Objectives, Targets and Improvement Plans Standard (2021)	The Executive Leadership Team in consultation with the Board set safety objectives and targets for each planning period. These are cascaded down to each Business Unit, Site and Departmental level.



Safety, People and Community

Workforce health and safety (continued)

CASE STUDY

Supporting multiple aspects of wellbeing

At GrainCorp, we believe that health and safety is about more than just safe work practices. That is why all of our employees and contractors are provided with access to a health and wellbeing program in partnership with Vitality Works, under the banner 'Fit4Life'. The program offers a range of resources including online fitness classes, mindfulness sessions, ergonomic assessments, mental health resilience training, manual handling training and flu vaccinations. All our people are encouraged to join our 'Wellness Wednesday' sessions which involve stretching, mobility and mindfulness-based movement and provide a means for connecting the organisation outside of work tasks.



Wellness program Fit4Life encourages mindfulness through practical health and fitness education. Here, a site team stretches as part of a pre-start warm-up.

How do we stay on track?

The Safety, Health and Environment Committee (SHEC) is a Board committee and is made up of three Non-executive Directors. The Board has delegated primary responsibility for all SHE matters to the SHEC which meets four times per year and reports to the Board.

The Operational SHE Leadership Team comprises the senior operational leaders and SHE team and meets monthly. The team tracks performance across our safety and health objectives including monitoring of progress against GrainCorp's SHE strategy and targets, consideration of any changes in the external and internal environment, adequacy of resources and opportunities for improvement. The SHE Leadership Team, along with the Executive Leadership Team submit the annual SHE Strategy to the SHEC and key elements and metrics from the strategy are integrated into the short-term remuneration incentives of each of GrainCorp's Key Management Personnel.

During the year:

11,895

Critical risk reviews completed

19,313

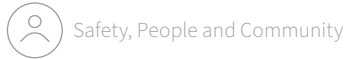
SHE engagements took place

CASE STUDY

Risk Management and Stop 4 Safety

Our risk management framework educates workers to proactively identify hazards in the workplace.

Our 'Stop 4 Safety' days are designed to promote safety by allowing workers dedicated time to stop and reflect on the importance of working safely. In the past year, we have had two Stop 4 Safety days, one in October 2020 and one in May 2021. Our October day included a video promoting the release of GrainCorp's consolidated Standard on Risk Management and Safe Systems of Work. The video provided information outlining GrainCorp's processes and requirements for risk management, including pre-task risk assessments, site risk assessments and registers, as well as our approach for managing critical risks. Following its screening, Site Managers and Supervisors facilitated a toolbox talk to generate discussion on both the topics of risk management and safe systems of work. The hierarchy of control is a system for controlling risks in the workplace and our second Stop for Safety day in May, focused specifically on the most effective, or 'above the line' controls. All workers were encouraged to conduct a hazard hunt in their work areas and discuss above the line controls for each hazard. This encouraged teams to take a broader perspective on risk controls, allowing these key tools to be seen as more than just another procedure or the need to wear personal protective equipment.



People, Diversity and Inclusion and Employee Engagement

2021 Achievements

- > Launched a set of Flexible Working Guidelines and a Flexible Working Manager Guide
- > Filled 40 per cent of vacant roles with women across the organisation
- > Launched our new Inclusion and Diversity Action Plan (iDAP), available [here](#)
- > Conducted our annual salary gap review
- > 71 per cent of identified female talent took part in specialised development programs

2022 Priority Actions

- > Audit recruitment processes to remove possible bias
- > Build on existing resources by developing and delivering inclusive leadership training
- > Roll out LGBTQ+ inclusion in the workplace training
- > Identify opportunities for recruitment via specialist disability agencies
- > Develop new Reconciliation Action Plan (RAP) to create meaningful opportunities for Aboriginal and Torres Strait Islander peoples in Australia

How we are tracking

Employees by Country^{1,2}

	Female	Gender X	Male	Total
Australia	551	2	1,606	2,159
Canada	5	-	9	14
China	1	-	1	2
Germany	1	-	-	1
India	1	-	-	1
New Zealand	52	-	82	134
Singapore	4	-	5	9
Thailand	-	-	1	1
Ukraine	12	-	6	18
United Kingdom	22	-	21	43
Total	649	2	1,731	2,382

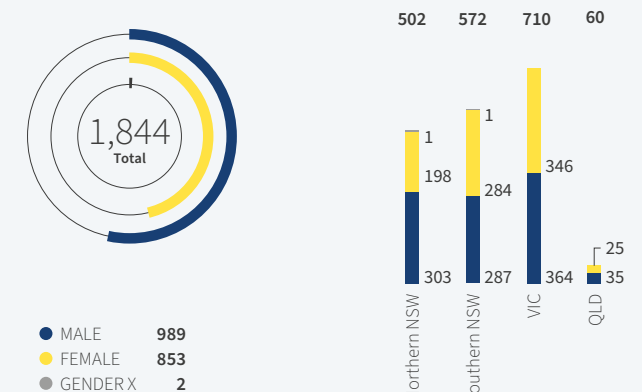
Employment Type^{1,2}

	Female	Gender X	Male	Total
Casual	138	1	255	394
External	65	1	177	243
Fixed Term Full-time	45	-	107	152
Fixed Term Part-time	9	-	1	10
Permanent Full-time	358	-	1,177	1,535
Permanent Part-time	34	-	14	48
Total	649	2	1,731	2,382

Senior Leadership Composition^{1,2}

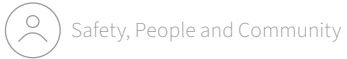
	Female	Gender X	Male	Total
Non-executive Directors	1	-	3	4
Executive Leadership Team	2	-	4	6
Senior Leaders ³	18	-	43	61
Total	21	-	50	71

Harvest Casual Workforce – snapshot^{2,4}



Data charts indicated by an asterisk (*) are subject to assurance from KPMG. See KPMG's limited assurance report on page 51.

1. All data excludes harvest casuals and is taken at 30 September 2021 unless otherwise indicated.
2. Gender X captures those who have not disclosed a preferred binary gender.
3. Employment grade 7, 8 or 9 (excluding traders) to reflect those in leadership positions or positions of influence.
4. Data taken at 15 December 2020 to reflect GrainCorp's harvest casual workforce composition at time of peak harvest operations.



People, Diversity and Inclusion and Employee Engagement
(continued)

We believe that nurturing an environment of inclusion and diversity promotes employee engagement and innovation.

Why is it important

Our Vision to be a leader in sustainable and innovative agriculture relies on having an inclusive, diverse and engaged workforce. We believe that all employees must have access to the right resources to support their development. We have a presence in countries throughout the world. However, the vast majority of our workforce is located in Australia and New Zealand, with many located in regional areas. Providing access to resources that support development and connection across a variety of working environments is important to ensure strong employee engagement.

Our people policies guide our behaviour and can be found [here](#).

How do we manage it?

Engagement

Our annual employee survey provides valuable information regarding how we can best support an engaged workforce. In 2021, 68 per cent of our employees completed the survey and results showed 85 per cent of those respondents felt satisfied working at GrainCorp. Scores were largely consistent across regions. The results highlight the way our people demonstrate strong teamwork and inclusiveness, and the value of flexible working conditions.

Key areas for improvement, including better communication and collaboration across teams, have formed the basis of an action plan that includes initiatives such as communication cascades, increased access to learning and collaboration tools.

Training and Development

In addition to site- and role-specific training programs, our Human Capital Management System (HCMS) enables employees to develop a personalised development plan, giving them control of their annual goals and career progression. This system aligns competencies to roles, allowing each employee to understand the key skills and behaviors required to be successful in their current and future roles. The HCMS also offers a wide range of personal development solutions through our ongoing partnership with SAP Litmos.

Inclusion and Diversity

Inclusion

At GrainCorp we value different thinking, different perspectives and different ideas, to drive innovation and deliver better business results.

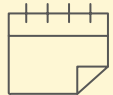
We recognise that flexible work arrangements are key to attracting and retaining employees across all geographies and generations. In 2021, we launched a set of internal guidelines for managers and employees that streamline the process for enabling employees to work flexibly. We currently offer Australian-based employees Purchased Annual Leave of up to four weeks, in recognition of the need for greater flexibility at different life stages. Our Australian parental leave policy provides 14 weeks paid leave for primary care givers, and two weeks for secondary care givers.

GrainCorps Inclusion and Diversity:

Active membership to



Company-wide support to days of importance on the diversity and inclusion calendar



In 2022 we will conduct a review our employment policies and enterprise agreements, (as they come up for renewal), to remove unintended barriers



Peter Lymberis (centre, back) heads up the Quality and Innovation team at our West Footscray laboratory, working on edible oils development.

People, Diversity and Inclusion and Employee Engagement (continued)

CASE STUDY

GrainCorp forms additional gender equality partnerships

In addition to continued membership of recognised bodies, GrainCorp has demonstrated our commitment to gender equality, establishing partnerships with the National Association of Women in Operations (NAWO), Women on Boards and Code Like A Girl.

As the leading national network for women in operations, NAWO works with businesses in traditionally male-dominated sectors to ensure gender diversity is valued and balanced at every level. By focusing on the attraction, retention, and professional development of female talent in operational roles throughout our business, we will further strengthen the pipeline of women moving into leadership and key business positions.

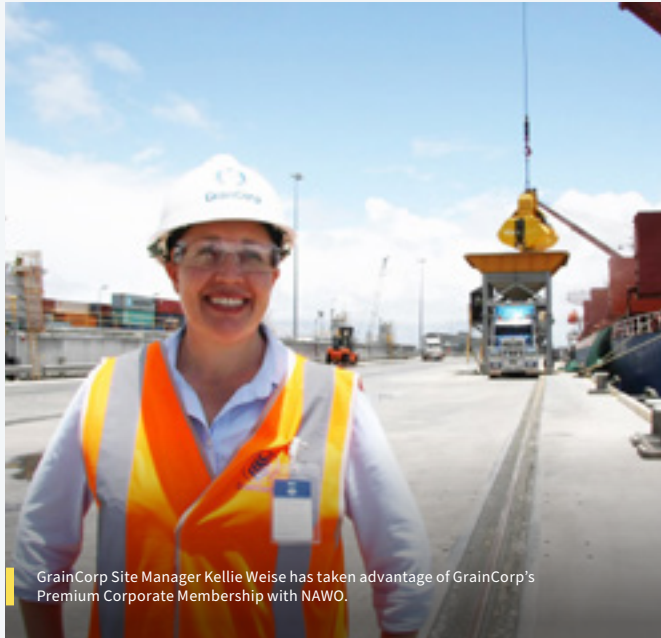
We also joined Women On Boards as a corporate member, enabling 12 female employees with access to multiple resources that assist in breaking down the barriers to leadership at a board level.

Code Like a Girl (CLG) is a social enterprise providing girls and women with the confidence, tools, knowledge and support to enter, and flourish, in the world of coding. Partnering with CLG provides GrainCorp with access to female interns looking to establish themselves in the coding world.

Our ongoing partnership with Women and Leadership (Australia and New Zealand) provides a cohort of 15–20 female employees each year with access to Accord, a professional development program specifically designed for women.

In 2022 we will continue to explore opportunities to partner with external bodies that support gender diversity.

In 2021, we partnered with National Association of Women in Operations (NAWO) to support the women in our industry.

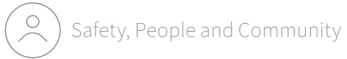


GrainCorp Site Manager Kellie Weise has taken advantage of GrainCorp's Premium Corporate Membership with NAWO.

Diversity of People and Perspectives

Recognising that diversity across a wide spectrum is important, we launched our Inclusion and Diversity Action Plan (iDAP). Key to developing our iDAP, was an assessment of what diversity means in our operating context. The iDAP is a business wide, action-oriented initiative that determines our inclusion and diversity activities and goals across six focus areas most relevant to GrainCorp, each with a unique action plan:





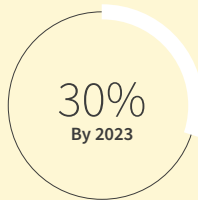
People, Diversity and Inclusion and Employee Engagement (continued)

Gender Diversity

GrainCorp is a relevant employer under the Workplace Gender Equality Act 2012 for the 2020–21 reporting period and this report is available [here](#). This report outlines our workforce profile including employee policies, benefits and training information. We also have strategies in place that specifically support gender equality in relation to: recruitment, remuneration, retention, performance management, promotions and training and development. In 2022 we will better understand the importance of these aspects to stakeholders through our expanded stakeholder engagement process.

To improve and promote gender diversity, we set three targets in relation to the recruitment of vacant roles. These targets are designed to ensure that:

- Women comprise not less than 30% of our Board of Directors by 2023 (25% at 30 September 2021. Increased to 33% at 1 October 2021 due to appointment of new Board members).
- Women comprise not less than 30% of our Executive Leadership Team by 2023 (33% at 30 September 2021).
- Women comprise not less than 30% of our remaining employees, including harvest casuals, by 2023 (34% at 30 September 2021).



Our diversity targets are supported by measurable diversity objectives that are set on an annual basis and focus on aspects such as inclusive leadership, unconscious bias, talent acquisition, development and retention. As we progress against FY23 diversity targets, these will be reviewed in FY22 to ensure they remain challenging within the context of our industry.

The 2022 actions for the remaining focus areas are provided below.

LGBTIQ+

- Continue to recognise and celebrate significant dates on the LGBTIQ+ calendar.
- Make available LGBTIQ+ inclusion in the workplace training to all employees to raise awareness.
- Commence a review of policies and processes to ensure inclusive language.

Disability

- Investigate specialist suppliers for appropriately identified roles.
- Define and scope workplace accessibility review with an initial focus on corporate and regional office space.
- Commence a review of workplace policies to ensure freedom from bias.

Stage of working life

- Continue to provide unconscious bias awareness training to remove age bias during performance and talent processes and in hiring decisions.
- Develop and deploy a transition to retirement support toolkit.
- Continue to investigate opportunities to enhance our early career pathways for younger workers including graduate hiring, **apprentice/traineeships** and partnerships for appropriate roles.
- Continue partnership with University of Technology Sydney (UTS) and Monash University to offer work placements and internships.

Cultural and Language Diversity

- Develop a cultural awareness learning for deployment to the Australian and New Zealand business.
- Continue to recognise and celebrate significant cultural and religious dates across the year, reflecting and supporting our diverse employee base.

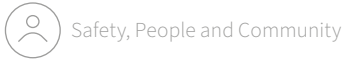


Indigenous man Bailey Vaughan is a valued member of our Goondiwindi site team. Bailey's interest in agriculture was sparked by a visit to the site while he was in high school.

Indigenous

- Commence a review and refresh of GrainCorp's Reconciliation Action Plan (RAP).
- Continue to celebrate each of the relevant national Indigenous People recognition days in Australia, New Zealand and Canada.
- Continue to encourage leaders in Australia to complete Aboriginal and Torres Strait Islander Inclusion and Cultural Safety learning module.
- Develop partnerships with recognised Indigenous community and employment organisations.

Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation and outlines four stages of development: Reflect, Innovate, Stretch, Elevate. We have engaged an Indigenous Services specialist to assist us in progressing through these stages and are committed to developing a robust plan during FY22.



People, Diversity and Inclusion and Employee Engagement (continued)

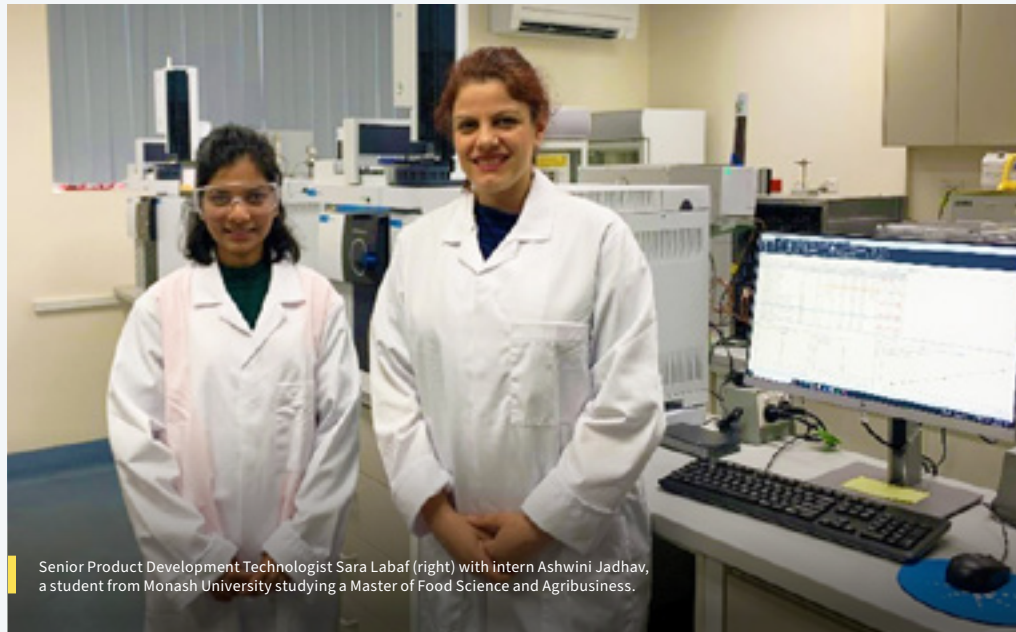
CASE STUDY
Supporting early career paths

GrainCorp's current workforce profile shows a skew toward "Baby Boomers" who will be moving toward retirement over the next ten years. In order to smooth this shift, GrainCorp is developing a range of employment pathways to attract and retain younger workers and bring more diversity and different perspectives to our workforce.

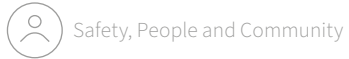
In 2021, there has been a renewed focus on providing apprenticeship opportunities in regional and rural Australia, allowing young workers to gain relevant trade experience. Combined with our partnership with Year13 – Australia's largest digital careers site for high school leavers – we are well placed to attract these future job seekers and help build a career pathway at GrainCorp.

Building relationships with key universities and student associations across east coast Australia has helped GrainCorp attract graduates, interns and seasonal workers throughout the year.

Our new partnerships, with Monash University (Melbourne) and University of Technology Sydney (Sydney) in particular, have provided skills-based internships, working in our Finance team and our Food Processing operations in Victoria. We are committed to expanding this footprint in 2022 and beyond.



Senior Product Development Technologist Sara Labaf (right) with intern Ashwini Jadhav, a student from Monash University studying a Master of Food Science and Agribusiness.



People, Diversity and Inclusion and Employee Engagement (continued)

CASE STUDY

Taking a wider lens on diversity

Empowering our people to make a difference has led to our first Inclusion Ambassadors. To support engagement with our iDAP throughout our business, employees have volunteered to be our first iDAP ambassadors. These ambassadors work with our Organisational Development team to help generate awareness around focus areas, while providing feedback from the business allowing us to enhance and continually improve our approach.

Our Ambassadors are volunteers and are determined to create an environment of inclusion and diversity, where all our employees can thrive.

“I was born and raised in Vietnam, and as a first-generation Australian working in a male-dominated industry, cultural and language diversity and gender diversity is very important to me. Diversity is about empowering people by respecting and appreciating what makes them different regardless of age, gender, religion, disability, sexual orientation, education or cultural heritage.”

– One of our first Ambassadors, Hong Ginnane, Logistics Planner, in Numurkah

Hong adds: “GrainCorp was also very supportive of me when I first started, so becoming an Inclusion Ambassador was not only a way for me to educate people on cultural and gender diversity but a way to give back – show my support and help others.”



How do we stay on track?

Our next employee survey is scheduled for 2022 and will provide important information as to how we are tracking against each identified area of improvement.

Development plans are reviewed annually, and employees participate in updating these plans together with their manager.

The reward process is subject to several checks to identify and minimise bias in decision making. These include:

- An annual internal managers’ pay equity analysis to ensure performance and reward outcomes are gender neutral, non-discriminatory and free from bias.
- 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.

Our Remuneration and Nominations Committee (RNC) includes at least three Non-executive Directors and is responsible for ensuring GrainCorp delivers on its people strategy, policies and practices. The charter of the RNC is available [here](#).

Our internal Grievance Management and Resolution Guidelines are available to all employees and set out a clear and equitable process for resolving complaints or escalating issues as required.

Community

At GrainCorp, we recognise that strong local communities are critical to the sustainable growth of our business.

2021 Achievements

- > Launched new GrainCorp Community Foundation
- > Launched Volunteer Leave for all staff
- > Completed two silo art projects in Victoria
- > Announced Aboriginal mural project in northern NSW

2022 Priority Actions

- > Commence community feedback process on GrainCorp Community Foundation
- > Expand the Australian Silo Art Trail
- > Explore corporate partnerships to benefit communities in regional Australia
- > Support Nuffield Scholar

Why is it important

Our main focus is to work with rural and regional communities in Australia and New Zealand, as a way to ensure our people and our grower customers are well supported.

We assess the needs of each community individually and prioritise programs by directing funding to initiatives and organisations that promote meaningful social, economic and environmental progress.

How do we manage it?

GrainCorp Community Foundation

The Foundation provides our local communities support through three major programs: a Community Fund (via sponsorships and grants), silo art and volunteering.



Community Fund

Our **Community Fund sponsorship program** provides financial support to regional sporting clubs every year, to promote social inclusion and positive health outcomes for our employees, customers and broader communities.

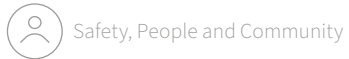
Our **Community Fund grants program** provides financial support to organisations or projects helping communities to recover, renew or contribute to development through:

- Community-related events and activities.
- Community infrastructure projects.

Allocation of funding is guided by three key pillars:

- **Infrastructure and Capability**
Initiatives that provide long-lasting benefits for community members, such as local infrastructure projects, sports facility upgrades and volunteering opportunities.
- **Community Connectedness**
Programs that drive community participation and achieve connectedness, development and growth, such as tourism initiatives, sport and recreation groups and community events.
- **Peace of Mind**
Projects that contribute to the health and safety of communities and promote a sense of care and security, such as mental health and wellbeing programs, education, development and sustainability opportunities.

Applications for grant and sponsorship support are open to the public at varying times of the year, and the application process is detailed on our website at: www.graincorp.com.au/community-foundation/



Safety, People and Community

Community (continued)

CASE STUDY

Volunteering to support local communities

In March 2021, Moree, in Northern NSW, experienced its first major flooding event in almost a decade, with the Mehi River peaking at around 10.4 metres. Moree is a major agricultural centre and the flooding impacted around 200 homes. The GrainCorp team from Moree joined forces to help affected residents manage and clean-up the damage.

“We went from one house to the next to help pump water out of sheds and houses and pressure clean surfaces, particularly for the older residents.”

– Moree North Area Manager Mick Grant

Mick added, “Everyone pitched in across the area and came together to help each other. I have lived here for most of my life, and I just love the community – when things like this happen, people stick together.”

Volunteering

We appreciate the shared value of our people making a positive difference in their communities. GrainCorp employees are entitled to volunteer leave during regular working hours, to engage in activities that provide support in the following areas:

- Health and Wellbeing/Emergency support.
- Youth and Education.
- Indigenous.
- Inclusion and Diversity.
- Environment.

Silo Art

Many of the communities in which we live and work are located in regional Queensland, NSW and Victoria. Recognising the benefits of increased tourism to these areas, GrainCorp provides closed silos as ‘canvases’ for showcasing local creativity.

These large and impactful artworks, created by renowned artists and designed in collaboration with community groups, have become increasingly popular since GrainCorp’s first silo art project in 2015.

Our silo artworks at Thallon and Yelarbon, in Queensland, and St James, Sea Lake, Rochester and Devenish, in Victoria, form part of the **Australian Silo Art Trail** (ASAT) and feature in the ASAT Group’s 2021 calendar, sales of which returned over \$60,000 to the communities.

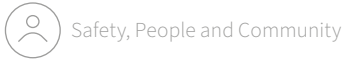
We will continue to collaborate with communities, artists, local councils and other organisations to attract tourism to their regions and to grow the silo art trail across eastern Australia.

CASE STUDY

Silo Art at Goroke

Artist Geoffrey Carran was heavily inspired by the birdlife in the West Wimmera Shire in Victoria, when creating the silo art mural at Goroke in late 2020. The word ‘Goroke’ is the local Aboriginal word for magpie and the artwork is a tribute to the vibrant birdlife in the area. The magpie, along with a kookaburra and galah, are depicted in front of a rural landscape, typical of the region.





Community (continued)

How do we stay on track?

Our key aim is to ensure that the GrainCorp Community Foundation supports initiatives that are aligned with our values.

Clear internal workflows are in place for our Grants and Sponsorships committees, both of which include executive-level membership and meet throughout the year to approve funding. Emergency aid relief is approved on a case-by-case basis at the executive level.

A community engagement report, incorporating feedback from communities regarding the impact of GrainCorp's support, is submitted to the Executive Leadership Team annually. Our strategy is reviewed annually to incorporate feedback received and any changes in the external environment, before sign off and approval at the executive-level.

CASE STUDY

Celebrating NAIDOC Week

July 4 2021 marked the start of NAIDOC Week in Australia, representing an opportunity for Australians to come together to celebrate and honour Aboriginal and Torres Strait Islander peoples' culture, history and achievements. To mark the week, the GrainCorp silos at Sheep Hills, in Victoria, were lit up every night. The silos were painted by Australian

street artist Adnate, and depict local Aboriginal Elders alongside two young children, to signify the exchange of wisdom, knowledge and customs to the next generation. The artwork tied in well with the 2021 NAIDOC Week theme 'Heal Country' – a call to embrace First Nation people's cultural knowledge and understanding of country.



Photo credit: Riley Keel, Grain Handler at GrainCorp's Murtoa site.

CASE STUDY

GrainCorp mural project embraces connection to country

During NAIDOC Week GrainCorp partnered with the Walgett Police Citizens Youth Clubs NSW in Northern NSW, to paint a series of murals for display at operational sites across the Walgett Shire region. The murals will be erected at GrainCorp's sites in Walgett, Cryon, Burren Junction, Merrywinebone and Merah North, for travellers to view at the front gates and will represent a traditional Aboriginal map of the country the sites are situated on.



Pictured: Staff and students from the PCYC in Walgett, NSW. Photo credit: Ali Smith, author at the Narrabri Courier.



Supporting information

In this section

- 50 Industry Associations
- 51 KPMG Assurance Statement
- 52 Index
- 58 Corporate Directory



Industry Associations

We proactively engage with relevant industry associations and hold active memberships to those listed below.

Industry Body

Bakery Association (NZ)

Restaurant Association (NZ)

Infant Nutrition Council (NZ)

Infant Nutrition Council (AU)

Baking Association of Australia

Australian Investor Relations Associations (AIRA)

Diversity Council of Australia

Diversity Works (New Zealand)

New South Wales Equal Employment Opportunity Practitioners' Association

National Association of Women in Operations (AU)

Women on Boards (AU)

Year13 (AU)

Australian Association of Graduate Employers

Australian Association of Ruminant Nutrition

Australian Oilseeds Federation

Grain Transport Safety Network (AU)

Grain Trade Australia

Victorian Farmers Federation (AU)

The Grain and Feed Trade Association

The Federation of Oils, Seeds and Fats Associations Ltd (FOSFA)

The International Association of Flour Millers

KPMG Assurance Statement



Independent Limited Assurance Report to the Directors of GrainCorp Limited

Conclusion

Based on the evidence we obtained from the procedures performed, we are not aware of any material misstatements in the Information Subject to Assurance, which has been prepared by GrainCorp Limited in accordance with the Criteria for the 2021 reporting period.

Information Subject to Assurance

The Information Subject to Assurance as included in GrainCorp Limited's Sustainability Report 2021 is the following Selected Sustainability Information:

- Water, Waste, Energy and Emissions data for the year to 30 June 2021 as identified on page 16, and
- People, Diversity and Inclusion and Employee Engagement data for the year to 30 September 2021 on page 40.

Criteria Used as the Basis of Reporting

The Criteria used in relation to the preparation and disclosure of the Selected Sustainability Information are GrainCorp Limited's policies, procedures and methodologies as disclosed in the 2021 Sustainability Report.

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 selected sustainability information, 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.

Summary of Procedures Performed

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

- enquiries with relevant GrainCorp Limited, and reviews of selected documentation;
- enquiries with relevant GrainCorp Limited personnel to understand the internal controls, governance structure and reporting process for the Selected Sustainability Information;
- reviews of corporate documents concerning sustainability strategy and policies for material issues, and the implementation of these across the business;

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- interviews with relevant staff at corporate level and service organisations engaged by GrainCorp Limited responsible for providing the information in the Sustainability Report;
- analytical procedures over the Selected Sustainability Information;
- agreement of a sample of Selected Sustainability Information to source documentation;
- evaluating the appropriateness of the criteria with respect to the Selected Sustainability Information; and
- reviewed the Sustainability Report in its entirety for consistency with our overall knowledge based on the work undertaken during our limited 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 intended users taken on the basis of the Selected Sustainability Information within the Sustainability Report.

Use of this Assurance Report

This report has been prepared for the Directors of GrainCorp Limited for the purpose of providing an assurance conclusion on the Selected Sustainability Information within the Sustainability Report 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 GrainCorp Limited, or for any other purpose than that for which it was prepared.

Directors' responsibility

The Directors are responsible for:

- determining that the criteria is appropriate to meet their needs;
- preparing and presenting the Selected Sustainability Information within the Sustainability Report in accordance with the criteria; and
- establishing internal controls that enable the preparation and presentation the Selected Sustainability Information within the Sustainability Report that is free from material misstatement, whether due to fraud or error; and maintaining integrity of the website.

Our Responsibility

Our responsibility is to perform a limited assurance engagement in relation to the Selected Sustainability Information for the 2021 reporting period and to issue an assurance report that includes our conclusion. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our qualified limited assurance 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
Sydney, NSW
11 November 2021

Index

GRI/SASB Indicator	Description	Location
GENERAL DISCLOSURES		
GRI 102-1	Name of the organization	GrainCorp Limited
GRI 102-2	Activities, brands, products, and services	About GrainCorp, page 05 and How we operate, page 06
GRI 102-3	Location of headquarters	https://www.graincorp.com.au/contact-us/
GRI 102-4	Location of operations	About GrainCorp, page 05
GRI 102-5	Ownership and legal form	GrainCorp has securities listed in Australia, Annual Report 2021
GRI 102-6	Markets served	About GrainCorp, page 05 and How we operate, page 06
GRI 102-7	Scale of the organization	About GrainCorp, page 05 and How we operate, page 06
GRI 102-8	Information on employees and other workers	Page 40
GRI 102-9	Supply chain	<p>GrainCorp's supply chain includes the storage, transportation and processing of grains and oilseeds, along with the import and export of a range of commodities which are ingredients or inputs in our value-added manufacturing operations or those of our Customers.</p> <p>GrainCorp procures a broad range of goods and services from several thousand suppliers across its operating regions of Australia, New Zealand, Canada, UK and Ukraine. The main goods and services we source are:</p> <ul style="list-style-type: none"> - Commodities: grains, oilseeds (canola), oils (palm, coconut, sunflower, soybean) and used cooking oil - Logistics (third-party logistics warehouses, road, rail and ocean freight) - Ingredients - Packaging - Grain handling and food manufacturing equipment - Plant and equipment maintenance services including consumables, chemicals and processing aids - Bunker consumables (tarpaulins, fumigants) - Personal Protective Equipment including clothing and footwear - Office-based support and equipment including information technology hardware and systems, stationery, and cleaning services
GRI 102-10	Significant changes to the organization and its supply chain	<p>Annual Report 2021</p> <p>Page 27</p>
GRI 102-11	Precautionary Principle or approach	<p>GrainCorp does not explicitly reference the precautionary approach in its risk management framework. Our aim is to minimise the environmental impact of our operations. We pro-actively assess, monitor and manage environmental impacts, risks and incidents while complying with regulatory requirements. More information on our risk management practices is provided in the risk section of our 2021 Annual Report, available here.</p> <p>Additionally, the environmental, social and governance (ESG) risk work commenced in FY21 marks the beginning of a three-year project to embed identified risks, including those specific to climate risk in our strategy and decision-making processes. We believe that by being aware of ESG risk, and having policies and tools to manage those risks, we are better able to deliver sustainable returns over the long-term.</p>

Index (continued)

GRI/SASB Indicator	Description	Location
GRI 102-12	External initiatives	Our external initiatives are reported throughout our 2021 Sustainability Report in case studies and narratives. These include our involvement with Active Farmers, Nuffield Australia, Foodbank's collaborative supply program, CSIRO, Sustainable Grain Australia, Fit4Life, National Association of Women in Operations, Women on Boards, Code Like a Girl, Diversity Works, Diversity Council of Australia, NEEOPA and The Australian Silo Art Trail
GRI 102-13	Membership of associations	Page 50
GRI 102-14	Statement from senior decision-maker	Page 03 and page 04
GRI 102-16	Values, principles, standards, and norms of behavior	GrainCorp Values Code of Conduct
GRI 102-17	Mechanisms for advice and concerns about ethics	Whistleblower Policy
GRI 102-18	Governance structure	Corporate Governance Statement
GRI 102-19	Delegating authority	Board and Committee Charters
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	Page 12
GRI 102-23	Chair of the highest governance body	Board of Directors
GRI 102-35	Remuneration policies	Annual Report 2021
GRI 102-40	List of stakeholder groups	Page 09
GRI 102-41	Collective bargaining agreements	45 per cent* of direct employees (not including casuals, contractors and labour hire) are covered by 13 Enterprise Agreements in Australia and New Zealand. Our casual workforce are also covered by these enterprise agreements. *data current at 10 September 2021
GRI 102-42	Identifying and selecting stakeholders	Page 09
GRI 102-43	Approach to stakeholder engagement	Page 09
GRI 102-44	Key topics and concerns raised	Page 10
GRI 102-45	Entities included in the consolidated financial statements	Annual Report 2021
GRI 102-46	Defining report content and topic Boundaries	Page 09
GRI 102-47	List of material topics	Page 10
GRI 102-48	Restatements of information	Not applicable
GRI 102-49	Changes in reporting	Page 09 and page 10
GRI 102-50	Reporting period	12-month period to 30 September 2021 unless otherwise stated

Index (continued)

GRI/SASB Indicator	Description	Location
GRI 102-51	Date of most recent report	GrainCorp Sustainability Report 2020
GRI 102-52	Reporting cycle	GrainCorp reports annually in accordance with the financial year ending 30 September
GRI 102-53	Contact point for questions regarding the report	sustainability@graincorp.com.au
GRI 102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
GRI 102-55	GRI content index	Page 52
ENVIRONMENT		
Water		
GRI 103-1	Explanation of the material topic and its Boundary	Page 16–21
GRI 103-2	The management approach and its components	Page 16–21
GRI 103-3	Evaluation of the management approach	Page 16–21
GRI 303-5	Water consumption (includes metered water only)	Page 16–21
SASB FB-AG-140a.1	(1) Total water withdrawn (includes metered water only)	Page 16
SASB FB-AG-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Page 16–21
SASB FB-AG-140a.3	Number of incidents of non-compliance associated with water quality and/or quality permits, standards and regulations	<p>On 23 February 2021, GrainCorp’s Liquid Terminals business in New Zealand was penalised NZD\$84,000 relating to a tallow spill event at the New Plymouth terminal in 2019. GrainCorp accepts the court’s decision. The spill was caused by the failure of a tank’s sight glass and a valve that was left open. Following an incident investigation process, the following measures were taken to minimise the risk of spills going forward:</p> <ul style="list-style-type: none"> – Developed training module specific to sight glass operations for any visiting support operators. – Developed work instruction protocol for sight glass operations. – Installed additional clamps to relevant infrastructure. – Redesigned sight glass configuration to simplify the ability for operators measure the tank level, including the installation of additional valves. – Installed temperature probe and 24-hour alarm system to detect potential tallow spills. <p>GrainCorp continues to work closely with both the Port of Taranaki, Taranaki Regional Council and the local community as part of our ongoing operations in the region.</p>
Waste		
GRI 103-1	Explanation of the material topic and its Boundary	Page 16–21
GRI 103-2	The management approach and its components	Page 16–21
GRI 103-3	Evaluation of the management approach	Page 16–21

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GRI/SASB Indicator	Description	Location
Energy		
GRI 103-1	Explanation of the material topic and its Boundary	Page 16–21
GRI 103-2	The management approach and its components	Page 16–21
GRI 103-3	Evaluation of the management approach	Page 16–21
GRI 302-3	Energy intensity	Page 16
SASB FB-AG-130a.1	(1) Operational energy Consumers, (2) Percentage renewable	Page 16
Emissions		
GRI 103-1	Explanation of the material topic and its Boundary	Page 16–21
GRI 103-2	The management approach and its components	Page 16–21
GRI 103-3	Evaluation of the management approach	Page 16–21
GRI 305-1	Direct (Scope 1) GHG emissions	Page 16
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Page 16
GRI 305-4	GHG emissions intensity	Page 16
SASB FB-AG-110a.1	Gross Global Scope 1 Emissions	Page 16
SASAB FB-AG-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against these targets	Page 16–21
SASB FB-AG-110a.3	Fleet fuel consumer, percentage renewable	Page 16
Climate Change and Adaption Response		
GRI 103-1	Explanation of the material topic and its Boundary	Page 22 and page 23
GRI 103-2	The management approach and its components	Page 22 and page 23
GRI 103-3	Evaluation of the management approach	Page 22 and page 23

Index (continued)

GRI/SASB Indicator	Description	Location
ETHICAL CONDUCT AND TRANSPARENCY		
Responsible Sourcing		
GRI 103-1	Explanation of the material topic and its Boundary	Page 25–29
GRI 103-2	The management approach and its components	Page 25–29
GRI 103-3	Evaluation of the management approach	Page 25–29
GRI 414-4	New suppliers that were screened using social criteria	Page 25
FB-AG-430a.3	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Page 25–29
Food Safety and Consumer Confidence		
GRI 103-1	Explanation of the material topic and its Boundary	Page 30–34
GRI 103-2	The management approach and its components	Page 30–34
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Corporate Directory

Board of Directors

Peter I Richards
(Chairman)

Daniel J Mangelsdorf
(Non-executive Director)

Robert J Spurway
(Managing Director and CEO)

Donald G McGauchie AO
(Non-executive Director)

Nicki E Anderson
(Non-executive Director)

Clive Stiff
(Non-executive Director)

Kathy M Grigg
(Non-executive Director)

Company Secretary

Stephanie Belton
Annerly Squires

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