



Sustainability Report 2021

This report forms part of the 2021 Viva Energy Group Limited Annual Report

Helping people reach their destination



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Acknowledgement

Viva Energy acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples. We particularly pay respects to the Traditional Custodians of the land, across the nation where we conduct business.

We also acknowledge our gratitude that we share this land today, our sorrow for the costs of that sharing and our hope and belief that we can move to a place of equity, justice and partnership together.

Title: Wa-ngal yalinguth, yalingbu, yirramboi
Created by: Dixon Patten, Yorta Yorta and Gunnai, Bayila Creative.

About this Sustainability Report

This Sustainability Report contains information on the operations, activities and performance of the 'Viva Energy Group' for the year ended 31 December 2021 and its financial position as at 31 December 2021. The Viva Energy Group comprises Viva Energy Group Limited (ACN 626 661 032) (the 'Company') and its controlled entities. In this Report, references to 'we', 'us', 'our', and 'Group' are references to the Viva Energy Group. This Report is provided as an extract version from the *Annual Report 2021* with all page numbers remaining unchanged. In addition to this report, please also refer to the *Sustainability Data Supplement 2021*. For further information about our reporting refer to page 84.



See the rest of our 2021 annual reporting suite at www.vivaenergy.com.au

- Annual Report 2021
- Corporate Governance Statement 2021
- Modern Slavery Statement 2021
- Taxes Paid Report 2021
- Sustainability Data Supplement 2021

Sustainability report

2021 Performance summary

<p>44% female representation in our Senior Leadership Team Target: 40%</p>	<p>Total Recordable Injury Frequency Rate (TRIFR)¹ 6.70 2020: 3.61</p>	<p>Process Safety Events¹ 1 3 API Tier 1 Events API Tier 2 Events 2020: 1 2020: 2</p>
<p>96% RAP deliverables completed</p>	<p>Scope 1 and 2 GHG emissions² 1,201,725 tCO₂-e</p>	<p>77% of freshwater used for Geelong Refinery is from recycled sources</p>

2021 Highlights

<p>Maintained a high level of employee engagement 69%</p>	<p>Net Zero emissions reduction commitments³ Non-refining by 2030 Group by 2050</p>	<p>Launched Carbon Neutral Jet Fuel</p>
<p>Introduced a Supplier Code of Conduct</p>	<p>Winner of AFR BOSS Best Places to Work in the Agriculture, Mining and Utilities industry</p>	<p>Geelong Energy Hub projects under development</p>

1. Excludes performance of Liberty Oil Holdings.
2. This data relates to 1 July 2020 - 30 June 2021.
3. Operational Scope 1 and Scope 2 greenhouse gas emissions.





Sustainability at Viva Energy

Helping people reach their destination

At Viva Energy, everything we do is driven by our purpose to help people reach their destination. We aim to achieve this in a way that contributes to positive sustainability outcomes, and is aligned with our values: Integrity, Responsibility, Curiosity, Commitment and Respect. As part of our Business Principles, we commit to balancing short-term needs and interests with those of future generations, and integrating economic, environmental and social considerations into business decision-making.

On the road we provide quality transport fuels and convenience needs through a nationwide network of more than 1,340 Shell, Liberty and Westside branded convenience stores. In business, we provide a range of high-quality fuels and industrial products and services to help our commercial customers succeed and contribute to economic prosperity. At the national level, we play a vital role in meeting Australia's energy security needs with our Geelong Refinery producing 10% of the country's fuel requirements, and serving communities across Australia through our network of more than 55 fuel terminals and depots and presence at over 50 airports and airfields across the country.

At work, we provide rewarding careers for our employees and contractors, and we acknowledge the trust that is placed in us to operate safely and minimise our impact on the environment in the communities where we operate. We aim to help Australia reach net zero by reducing emissions in our own operations and supporting our customers in reducing theirs. We are committed to reaching net zero by 2050 and are excited about the important role we must play and the opportunities in the transition to lower-carbon energy.

Our approach to the energy transition is to continue to support Australia's energy security while concurrently developing, integrating and commercialising new lower-carbon energies so that we actively support and accelerate the transition. We believe that the move to lower-carbon energies is a transition, not a switch. We currently don't have the infrastructure in place to support a sudden change in the energy mix. For example, our transport systems rely heavily on liquid fuels, and for some applications such as aviation there is currently no obvious commercial substitution. Today's electricity grid cannot yet support 100% renewables, and our homes and businesses are reliant on gas supply for their hot water, heating and cooking.

The transition of the entire energy system is a complex process requiring a long-term commitment. New technology, clever engineering, a stable and appropriate policy framework, and new behaviours will all be essential, along with significant investment in infrastructure by governments and the private sector. Balancing energy security and the energy transition will be important to reaching our nation's climate goals without compromising its development or unduly disrupting people's lives. We believe they are common goals, and we are determined to play a critical role in both.

Our Geelong Refinery services the country's largest contiguous market, with Victoria, South Australia and New South Wales all receiving fuels produced at Geelong. The refinery takes crude from local gas and condensate fields and has dedicated port capability to receive oil crude oil and refined products for processing through our refining infrastructure. Supplying around 10% of the country's liquid fuel requirements, and approximately 50% of Victoria's, the Geelong Refinery is well placed to service the nation's fuel demand well beyond the end of this decade, displacing imports as demand declines with the uptake of alternative energies in the long term. Fundamentally we provide an important base level of energy security while the country undertakes a broader energy transition.

In the case of natural gas, Victoria and other south-eastern states are facing a significant decline in natural gas supply as traditional domestic gas fields reach their end of life. Gas substitution policies are important and under development, but the execution and success of these will take many years to deliver and likely to reach well into the next decade. In the meantime, people will continue to need gas to heat homes, cook and underpin many industrial businesses and jobs. Once operational, our proposed Gas Terminal at Geelong can be rapidly connected to the largest gas market in Australia, bringing gas from other parts of the country and overseas to fill the projected shortfall. As gas demand evolves, the terminal will provide the flexibility of adaptable supply, eventually able to be removed if the facility is no longer required. The project can provide energy security without any additional local gas fields required to be developed, or major pipelines built. We therefore support both energy security and the energy transition in a sensible, flexible and economical way.

We also have an important role to play in developing and commercialising new and emerging energies. We are particularly focused on helping our customers reduce their own emissions, and introducing hydrogen for commercial road transport applications, such as buses and trucks. Pure Battery Electric Vehicles are not suitable for these applications due to the weight of the battery and charging times required. Hydrogen replaces the battery, which reduces the payload impact and improves refuelling times with an experience that is similar to traditional fuels. It is a product that we are already familiar with and will integrate well with traditional service stations and refuelling facilities. Together with Australia's planned investment in large-scale hydrogen production, our role is to integrate this with traditional fuels to provide a complete energy solution and provide home-base and on-road infrastructure.

Although this remains an emerging energy, we are excited about the opportunity that this presents and have announced our plans to develop a hydrogen refuelling service station at our Geelong Energy Hub alongside a behind-the-meter solar farm on our available refinery land. This integration of traditional and emerging technology is an example of how Viva Energy can bring together industry and government to address energy security and transition challenges, while providing transitional job and development opportunities for our employees, and continuing to support the socio-economic wellbeing of the communities we operate in.

We are committed to being an active participant in the energy transition by extending our role in energy security and leveraging our capability to develop new energies to support our customers, the environment and the broader economy.

Our approach to the energy transition is to continue to support Australia's energy security while concurrently developing, integrating, and commercialising new lower-carbon energies so that we actively support and accelerate the transition.

Highlights for 2021

2021 was another challenging year for our people, our customers and our communities, as the impacts of the global COVID-19 pandemic continued to be felt in the immediate term. It was also characterised by increased concern about climate change across society, industry, government and financial markets, and the need for accelerated action to achieve the Paris Agreement objectives, which we support. Despite these challenges, we have made significant progress on the development of our strategic priorities and our sustainability agenda. These are set out in this Sustainability Report, with key highlights including:

- The health, safety and, more than ever, the wellbeing of our employees and contractors remains our highest focus. We have a Goal Zero ambition of no harm to people or the environment, and in 2021 we strengthened our focus on employee mental wellbeing support and flexible ways of working.
- We had a very high level of voluntary vaccination across our workgroups, and minimal infection within the workplace. This helped us protect our people and maintain safe and reliable supply of fuels to our customers throughout the evolving pandemic. There were no material disruptions to our operations, and our employees displayed great resilience and engagement through this challenging period.
- Although we recorded an elevated number of personal safety incidents in 2021 compared with prior years, our employees' commitment to safety remains very high with over 95% believing that their team is committed to always operating safely.
- Our environmental compliance performance continues to improve, with zero environmental non-compliances recorded across our non-refining operations nationally, and a sustained reduction in loss of product containment incidents compared with previous years.
- We recognise and value the diversity of our employees and are proud of our best-practice policies to support flexible working, inclusion and diversity, and gender pay gap closure. Our efforts in this area were recognised by being awarded winner of the AFR Boss Best Places to Work for our sector, once again receiving citation under WGEA's Employer of Choice for Gender Equality, and we became a signatory to 40:40 Vision for corporate leadership gender balance in Australia by 2030.
- We continued to embed our new Viva Ways of Working via three dedicated work streams, Viva Flex, Viva Connect and Viva Tech. Our Ways of Working have become an important and permanent part of our culture, and supported our people through the COVID-19-related restrictions to our traditional ways of working. We also maintained a high level of employee engagement of 69% while managing the challenges of COVID-19 on our people.
- We strengthened our commitments to the highest standards of ethical business and conduct, including releasing our second Modern Slavery Statement in 2022, introducing a Supplier Code of Conduct, and refreshing our Business Principles and Code of Conduct.
- Engagement and positive contribution to the communities in which we operate continues to be a focus. We refreshed our community partner program and completed the implementation of our first Reconciliation Action Plan.

- We continued to play a very important role in providing energy security for Australia, and see this continuing through the energy transition ahead. We worked closely with the Federal Government to implement a long-term Fuel Security Package, including our commitments to continue refining until at least mid-2028 to produce Ultra-Low Sulphur Gasoline, maintain minimum fuel stock levels, and build more diesel storage.
- We made material progress in the development of our proposed Gas Terminal at Geelong, which aims to maintain gas supply security in south-eastern Australia in response to a projected supply shortfall in the coming years, and provide a potential power source to support the transition to renewables in the electricity sector.
- We publicly released our long-term corporate strategy, which sets out ambitions to transform Retail into a fully integrated convenience business, extend our Commercial and Industrial business to non-core fuel products and services opportunities and support our customers to reduce emissions, and transform our refinery to a diversified Energy Hub.
- We announced our ambition to achieve net zero Scope 1 and 2 emissions for the Group by 2050. We committed to achieving net zero emissions for our non-refining operations and a 10% reduction in emissions intensity for our refinery by 2030.
- We quantified our Scope 3 emissions, with the use of our products representing the most significant Scope 3 emissions source. We see that the greatest contribution we can make to reducing Australia's emissions is through reducing the carbon intensity of the energy we produce and supply, and supporting the introduction and commercialisation of lower-carbon energies and technologies such as Hydrogen, Bio Energy and Electric Vehicle charging.

Sustainability framework

In 2021, we undertook our annual materiality assessment to confirm where our operations, products and industry have the greatest impacts (positive or negative), and to understand what is most important to our stakeholders. We use the output of this to determine our strategic focus areas and to guide our reporting. The assessment process we followed to determine material issues and key focus areas is outlined at the top of the page.

Our stakeholders are integral to our business and sustainability success, and their sustainability interests and concerns inform our materiality assessment and focus areas. We actively undertake transparent and constructive stakeholder engagement and consultation through formal and informal channels.

Our key stakeholders, how we engage with them, and their sustainability matters of interest are summarised in the Stakeholder engagement section on pages 4-5 of our *Sustainability Data Supplement 2021*, available at vivaenergy.com.au/sustainability.

Identifying our focus areas

1 Identify important sustainability issues

We engaged with our stakeholders and identified sustainability issues based on:

- economic, environmental and social positive and negative impacts and the risks associated along our value chain;
- current and emerging global trends in sustainability; and
- future challenges and opportunities for our sector.

2 Prioritise the sustainability issues

We then prioritised the sustainability issues based on how they:

- substantively influence the assessments and decisions of stakeholders; and
- reflect the Group's significant economic, environmental, and social impacts.

3 Define focus areas

We defined the key sustainability issues and mapped these to the GRI Standards and UN SDGs. We then clustered these priority topics into focus areas, which we use in our sustainability approach and reporting.



We have identified seven strategic focus areas spanning all material sustainability issues, risks and opportunities relevant to our business, as shown in our Sustainability Framework below. We consider these to be the areas that matter most to Viva Energy and our stakeholders, and where we can make the most positive impact.

Our strategic business focus on the opportunities in the energy transition and increasing external stakeholder expectations regarding climate change action have elevated this focus area, as covered under *Climate change and the*

energy transition. We have recognised the increased focus on wellbeing in our *Health, safety and wellbeing* focus area as COVID-19 continued to present an immediate-term challenge to our people, the community, and the economy. Issues such as energy security, modern slavery, cyber security and sexual harassment and bullying also gained increased prominence in 2021, and are covered in our report.

Our seven focus areas form the basis of our disclosures in the following sections.



Health, safety and wellbeing

Protecting and improving the health, safety and wellbeing of our people is an essential part of our culture – it defines how we operate and represents how we live our values.

We are continuously enhancing our workplaces, policies and procedures in pursuit of Goal Zero – no harm to people or the environment.

2021 Performance and progress

Total Recordable Injury Frequency Rate (TRIFR)¹

6.70

2020: 3.61

19

Loss of Primary Containment (LOPC) > 100kg incidents¹

2020: 19

Total Lost Time Injury Frequency Rate (LTIFR)¹

1.97

2020: 1.14

Process Safety Events

1

API Tier 1 Events

2020: 1

3

API Tier 2 Events

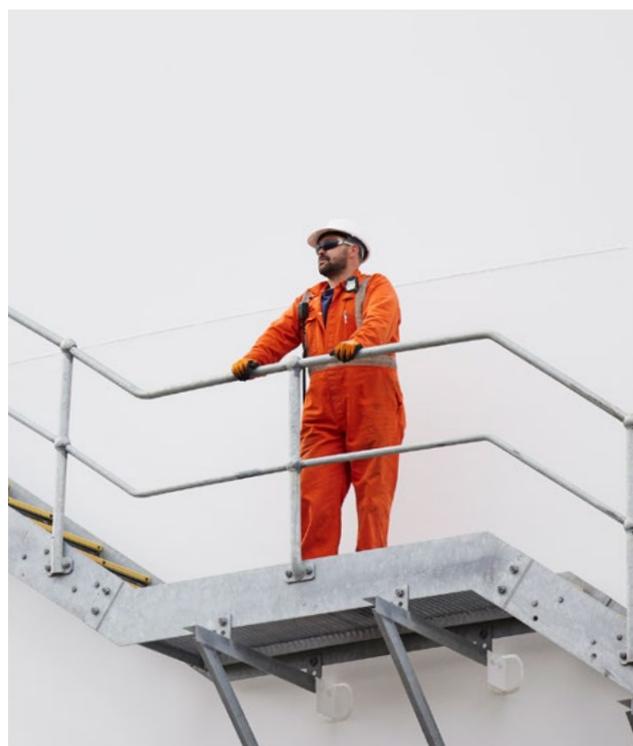
2020: 2

1. Excludes performance of Liberty Oil Holdings.

- Developed a three-year Wellbeing Strategy to build on our existing mental health and wellbeing support framework
- Further implemented the Advanced Error Reduction in Organisations (AERO) and Goal Zero and Beyond programs across our operations
- Implemented our enhanced loss prevention strategy at Geelong Refinery, which focused on increased inspections in pipetracks, on buried pipelines and in culverts, using advanced technologies such as long-range ultrasonic testing
- Sustained our robust health screening and return to work practices, including rapid antigen testing to help prevent COVID-19 impacting our people and operations
- Maintained connection with our people by our Health team conducting:
 - Almost 900 employee welfare calls
 - 5,800 telehealth consultations with employees and contractors
 - Over 500 home office ergonomic assessments for employees working from home.

2022 Priorities

- Rollout of our long-term Wellbeing Strategy – leaders and people managers will complete mental health awareness training supported by the Black Dog Institute
- Continue rollout of Move4Life movement training – addressing musculoskeletal injury risk and supporting physical wellbeing of our workforce across all operations
- Increase field safety observations and in field conversations between senior leaders and workers in support of improved visible safety leadership and oversight
- Continue asset-specific focus via the Geelong Refinery integrity inspection program
- Growing personal safety risk identification capability through Work Insights and Learning Huddles in Supply Chain operations
- Integration of AERO principles into critical procedures and management systems at Geelong Refinery.



The foundation of our safety strategy

The foundation of our safety strategy is that our people are the solution – they hold the knowledge and expertise to address any safety issue and we trust and empower them to do so.

In support of this principle, our safety strategy focuses on leadership, learning and capability of our people. It aligns with our business values and behaviours – the Viva Way.

Our safety strategy aligns with these values to drive performance beyond Goal Zero by understanding what motivates our people in their working and personal lives.

2021 Employee engagement results on health and safety



92%

of participating employees feel empowered to intervene and raise safety concerns.



95%

of participating employees agree their team is committed to operating safely.



98%

of participating employees understand the health and safety risks relevant to their roles.

Our HSSE Policy and Management System

Our commitment to Health, Safety, Security and Environment (our HSSE Policy) sets out how we conduct our operations safely and responsibly. We measure and assess our performance against established benchmarks (and relevant licences) to promote continuous improvement.

The HSSE Management System is reviewed annually and defines our approach and key controls for managing HSSE risks across all operations for all employees, contractors and visitors. Learn more at vivaenergy.com.au/sustainability/health-and-safety/our-commitment-to-hsse.

Health and wellbeing

In 2021 we continued to deliver our health risk management strategy and our ongoing response to the COVID-19 pandemic. During the pandemic the focus has been on the potential psychosocial risks experienced by those who switched to remote working, and COVID-related physical, emotional and social impacts.



Over 94%

of our employees had two COVID-19 vaccinations in 2021.

Our Health, Safety and Operations teams worked to minimise any material COVID-19 disruptions, minimise health risks and maintain business continuity even through long-term lockdowns in Victoria and New South Wales. As a result, no facilities or operations were shut down due to the pandemic.

Our Health team managed a material increase in presentations through the year, particularly in supporting employees to return to work after illness or COVID-19 close-contact assessments.

We kicked off our COVID-19 vaccination campaign in early 2021 with an incentives program – Viva Gets Vaccinated. This ensured we were in a good position when vaccine mandates were introduced at state levels, particularly for our Victorian-based workforce.

The mental health and wellbeing of our people was a key priority, supported by proactive strategies like People Connect workforce forums, the Be You and Be Well campaign and annual Safety Day activities.

A new Wellbeing Strategy

Our three-year Wellbeing Strategy provides a framework for proactively managing physical, social and emotional wellbeing.

The Viva Energy Be Well scorecard was relaunched at Safety Day 2021. The program encourages our workforce to monitor aspects of their physical wellbeing like blood pressure, blood sugar levels and cholesterol.

In 2022 and beyond we will continue to support the mental health and wellbeing of our people. Training with the Black Dog Institute will further equip leaders and managers to recognise and respond to signs of mental health and wellbeing challenges.

Case study: Better together with #beyouandbewell

The #beyouandbewell campaign supported our people in New South Wales and Victoria who experienced extended lockdowns to stay well and stay connected. Based on caring for ourselves, caring for each other, and caring for our community, the campaign embraced the spirit of 'better together'.

Our people around Australia were invited to find small ways to stay well and support their mental health. Everyone was encouraged to share their efforts to #beyouandbewell by posting photos and videos on our internal social media platform – Workplace by Facebook.

Our teams engaged in the campaign by sharing their activities including exercising, family time, cooking and time with pets. The opportunity to see a glimpse of work colleagues' lives outside work provided valuable connection.



Personal safety

Personal safety focuses on the prevention of injuries to our employees, contractors or anyone who could be impacted by our operations. Maintaining safer workplaces, robust operating procedures and a strong safety culture are all part of our approach.

For more on our approach to personal safety visit vivaenergy.com.au/sustainability/health-and-safety/personal-safety

Personal safety performance¹

	2019	2020	2021
Viva Energy (excluding Liberty Oil Holdings)			
Total Exposure Hours (million)	6.38	5.27	5.07
Total Lost Time Injuries	9	6	10
Employees	5	3	2
Contractor	4	3	8
Total Lost Time Injury Frequency Rate (per million hours)	1.41	1.14	1.97
Serious injuries	7	6	5
Total Recordable Injuries	29	19	34
Employee	13	7	19
Contractor	16	12	15
Total Recordable Injury Frequency Rate (per million hours)	4.55	3.61	6.7
Liberty Oil Holdings			
Total Lost Time Injuries	NR	6	4
Serious injuries	NR	4	4
Total Recordable Injuries	NR	10	5

1. Definitions for safety performance are included within the *Sustainability Data Supplement 2021*.



Viva Energy Life Saving Rules

We have 12 clear and simple Life Saving Rules that directly address dangerous and potentially fatal behaviours. These rules are clearly communicated and must be followed by our people and contractors. All breaches are investigated and tracked to identify trends and improvements.

 1 WORK WITH A PERMIT Work with a valid work permit when required	 2 CONDUCT GAS TESTS Conduct gas tests when required	 3 VERIFY ISOLATION Verify isolation before work begins and use the specified life protecting equipment
 4 CONFINED SPACE AUTHORISATION Obtain authorisation before entering a confined space	 5 DISABLING EQUIPMENT Obtain authorisation before overriding or disabling safety equipment	 6 WORKING AT HEIGHTS Protect yourself against a fall when working at height
 7 SUSPENDED LOADS Do not walk under a suspended load	 8 DO NOT SMOKE Do not smoke outside designated smoking areas	 9 NO ALCOHOL OR DRUGS No alcohol or drugs while working or driving
 10 NO PHONES OR SPEEDING While driving, do not use your phone and do not exceed speed limits	 11 WEAR YOUR SEATBELT Wear your seatbelt	 12 JOURNEY MANAGEMENT Follow prescribed Journey Management Plan

Our performance

During 2021 we registered 34 recordable injuries (up from 29 in 2019 and 19 in 2020) including five serious injuries (a continued improvement over prior years).

Over the last three years, the company's recordable injuries have been predominantly musculoskeletal-related, with the majority of injuries in 2021 incurred while workers were undertaking routine activities such as turning valves, bending over when lifting objects, and stepping down from vehicles. These generally resulted in strains and sprains from slips, trips and falls, and hand/finger injuries from 'line of fire' events. Most injuries had short-term impacts and affected individuals returned to work quickly as evidenced by the relatively low number of recordable Lost Time Injuries.

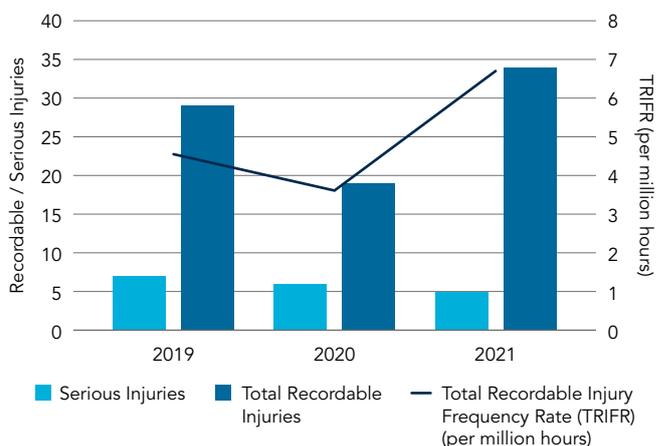
Incident investigations into these low-level impact injuries have identified a range of contributing factors including:

- External stressors and distractions affecting concentration, including the broader impacts arising from the pandemic
- Recognition of lower-level hazards in our facilities or operations that could result in sprains, strains, trips, falls or line of fire injuries
- Higher incidence of sprain and strain injuries amongst older age groups, particularly where they have experienced previous injury or wear and tear over time
- Lower levels of leadership visibility and supervision due to workplace restrictions in place to minimise COVID-19 infection, such as workplace bubbles.

In response to these learnings and conclusions, our safety programs are targeting the following areas:

- Hazard identification and task analysis of routine activities to assist in tailoring operational activities to match individual employee physical capability where required
- Extending our Move4Life movement training program in our operational environments, to further support the physical resilience of our people
- A 'hands off' approach to certain routine activities to mitigate potential hand strike injuries
- Valve management program to further prevent potential body strain injuries.

Personal safety performance¹



1. Excludes performance of Liberty Oil Holdings.

Our visibility and oversight of routine operational activities will be foundational to supporting our safety improvement strategies. With movement less restricted across our workplaces, we are increasing our focus on visible and meaningful leadership in the field and on becoming a more learning-centred organisation. This culture of learning and leadership will be developed through improved performance monitoring and proactive leadership initiatives, including:

- Increasing field safety observations and conversations by leaders
- Embedding our Smart with Heart leadership framework
- Focusing on human performance and frontline leadership development via the AERO program at Geelong
- Growing competency in Work Insight sessions and Learning Huddles in our Supply Chain business, to more proactively identify personal safety risks in our operations.

Liberty Oil Holdings

During 2021 Liberty Oil Holdings (Liberty Oil) continued to embed Life Saving Rules and introduce fatigue monitoring systems across its vehicle fleet. Liberty Oil achieved a significantly reduced injury rate in 2021, 50% lower than last year. This reflects the general safety management system improvements made since the business joined the Viva Energy Group in December 2019.

The management of road transport risk, and driver personal safety, including the ongoing embedding of the Life Saving Rules, will continue to be a focus in 2022. Liberty Oil's HSSE Plan for 2022 also focuses on:

- Health and wellbeing
- Fixed assets integrity management
- Improving systems, data, and assurance.

A partnership with Healthy Heads in Trucks & Sheds is the foundation for the Liberty Oil approach to proactively managing mental health, with a focus on driver fitness to work. Planned systems improvements include implementing a more consistent driver training and assurance approach, fuel efficiency baseline measurements, and vehicle maintenance tracking developments.

Case study: Healthy Heads in Trucks & Sheds partnership

Liberty Oil entered a new sponsorship in 2021 with the Healthy Heads in Trucks & Sheds Foundation (HHTS). Their mission is to improve the mental health and wellbeing of every worker across the road transport, logistics and supply chain sectors.

The three-year sponsorship will assist the HHTS in delivering its National Mental Health and Wellbeing Roadmap, to provide a best-practice approach to building a psychologically safe industry.

The primary objective of the partnership with HHTS is to provide national access to resources that support mental health and wellbeing of the Liberty Oil driver community and Viva Energy terminal employees – and indirectly to suppliers.

Jennifer Gray, CEO of Liberty Oil, said she is delighted the Company can support a program that looks to bring together professional organisations such as Lifeline, R U OK?, the Black Dog Institute and Beyond Blue – in a tailored approach for the needs of the transport and logistics sector.

"We believe that industry tools will have greater acceptance with the driver community and that opens the door to better understanding and communication," Ms Gray said.

HHTS focuses its work on three key pillars:

- An increase in the number of people trained in mental health at transport and logistics facilities.
- Standardisation of policies and regulation at transport and logistics facilities.
- Helping the individual be healthier from a diet and mental health perspective.

Case study: Know your risks

Slips, trips and falls, strains and sprains and line of fire type injuries have made up 84% of personal safety injuries in our Supply Chain business over the past five years.

To raise awareness and engage with our teams, we launched the #knowyourrisks campaign in conjunction with our annual Safety Day, held in October as part of National Work Health & Safety month. Know Your Risks focused on the three activities known to be major contributors to our injuries: valve manipulation, using wharf hoses, and walking.

Know Your Risks posters were used by operations teams to:

- promote workplace conversation; and
- challenge our people to conduct a Work Insight to identify activity risk factors and control and recovery measures.

Over 40 positive news stories of hazard reduction or elimination were shared across our internal Workplace by Facebook platform in the lead-up to Safety Day.



Process safety

Process safety focuses on the safe storage, processing and transportation of hydrocarbon products to minimise risk of leaks, spills and flammable conditions. Our asset integrity programs and operating procedures in place at all facilities are critical to reducing the potential for process safety incidents.

For more on our approach to process safety visit vivaenergy.com.au/sustainability/health-and-safety/process-safety

Our operational facilities have proactive maintenance and targeted integrity management programs. These are designed to prevent the types of equipment failures that could lead to loss of containment incidents or Process Safety Events. Programs include:

- Risk-based inspection programs on significant assets such as tanks
- Major turnaround maintenance events targeted at our refinery process units
- Targeted maintenance schedules specifically for equipment classified as safety critical.

Our performance

2021 saw a similar number of loss of containment events to 2020, noting that 2020 had a 34% reduction in those incidents greater than 100kg for Viva Energy (excluding Liberty Oil Holdings), compared to 2019. There was also a significant downturn in loss of containment events related to asset integrity failures.

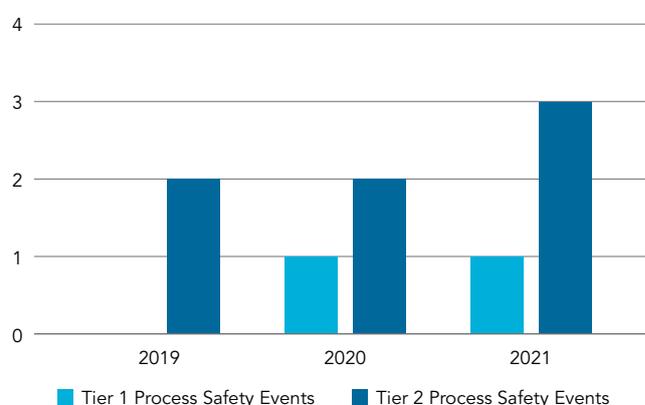
In 2021 we experienced an API Tier 1² Process Safety Event, involving the loss of refinery fuel gas through tank venting during a shutdown event at the Geelong Refinery. The product released was vented to atmosphere with no injury or lasting environmental impact. Key learnings include modifying equipment blanketing practices, improvements to operator log keeping and expanded reporting and response mechanisms related to abnormal vibration events.

We also experienced three API Tier 2² events with no offsite or environmental impacts. Two of the API Tier 2 process events occurred at Geelong. These were a crude leak from piping during ship discharge activity, and a leak of fuel oil when a bonnet gasket failed on the hydro-desulphuriser unit. The Geelong Refinery will continue to expand its integrity program in 2022 to address asset risks featured in their loss of containment and Process Safety Events over the last two years.

The third incident was due to an overfill in our gantry at Parramatta Terminal when a customer's sensor equipment failed whilst loading their tanker. Our prevention, control and recovery measures worked as designed and all product was contained onsite.

For more information on loss of containment events and spills, refer to the *Environment* section on page 61.

Process safety performance¹



	2019	2020	2021
Viva Energy (excluding Liberty Oil)			
Tier 1 Process Safety Events	0	1	1
Tier 2 Process Safety Events	2	2	3
Liberty Oil			
Tier 1 Process Safety Events	0	0	0
Tier 2 Process Safety Events	0	0	0

1. Definitions for safety performance are included within the *Sustainability Data Supplement 2021*.

Inspections and testing

During 2021 the Geelong Refinery inspections team doubled the number of pipetrack and piping inspections and undertook extensive buried pipelines inspections to determine their integrity status, using efficient long-range ultrasonic testing technology.

The refinery also focused on upgrades to heat exchanger internals and improvements to cleaning programs preventing fouling of heat exchanger tubes, which can lead to premature equipment failure and loss of containment. We have also expanded the on-stream inspection program and corrosion monitoring at the refinery by around 10% in the last two years. These targeted integrity programs are fundamental to our continuous improvement strategy and our commitment to safe, reliable and responsible operations.

2. Tier 1 and Tier 2 Process Safety Events are defined as per API RP 754. Excludes performance of Liberty Oil Holdings.

Pipeline management

Viva Energy operates high pressure licensed pipelines in Victoria and New South Wales. These pipelines contain either crude oil (Victoria only) or refined petroleum products such as diesel, petrol, LPG or aviation fuel. Pipelines typically run alongside roads and within easements on residential, rural, industrial and rail properties.

Viva Energy also operates and maintains the WAG Hastings Pump Station, which delivers Bass Strait crude oil from Esso Long Island Point through our WAG Pipeline to our Geelong Refinery.

Pipelines are constructed, operated, and maintained in accordance with Australian Standard AS2885 Pipelines – Gas & Liquid Petroleum. Licensed pipelines are regulated by Energy Safe Victoria (ESV) in Victoria and Energy NSW in New South Wales.

Pipeline inspections

Our Pipelines Management System (PMS) ensures all Viva Energy pipelines are managed in accordance with state-based regulations, AS2885, and our HSSE MS and Hazard and Effects Management Process (HEMP) Standard.

Through our PMS we perform inspections, make improvements and institute other preventive safety measures. We routinely patrol pipelines and complete pipeline condition survey validation digs across our network to ensure continuous improvement and identify issues and maintenance requirements early.

Engaging with stakeholders

Using the Mipela X-Info Connect Stakeholder Management Database, we assess property risk profiles along pipeline transects for environmental, biodiversity, cultural heritage or other factors, and update property information. We also track correspondence and communications with property owners/tenants and other external stakeholders that have an interest in the safety and environmental aspects of our pipeline operations and maintenance activities.



Managing Major Hazard Facilities

Our larger facilities are classified under safety regulations as Major Hazard Facilities (MHFs) and are subject to operating licences and conditions. Licence renewal typically involves a comprehensive update of the facility's Safety Case, review by the relevant regulator, and consideration of past performance and safety commitment.

In 2021 we progressed the update of the Safety Case at our Clyde Terminal in Sydney as part of our MHF licence renewal. We also commenced pre-work for the re-submission of our Safety Cases for the Newport Terminal, Geelong Refinery and Lara LPG Terminal in Victoria. This process will continue in 2022 ahead of licence renewals.

Emergency and crisis management preparedness

An important factor in limiting injury and the potential impact to the environment, our assets and our licence to operate is a timely and effective response to incidents based on robust emergency planning.

We regularly engage and consult with emergency services organisations, and involve them in our drills and exercises. We also engage with the local community and other stakeholders with respect to our emergency response planning.

Crisis management planning continued to play a fundamental role in our effective response to the COVID-19 pandemic.

For more on our approach to emergency and crisis management preparedness, visit vivaenergy.com.au/sustainability/health-and-safety/our-commitment-to-hsse



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Climate change and the energy transition

Viva Energy recognises the complex global challenges posed by climate change. We support the objectives of the Paris Agreement, Australia's commitment to it, and the policies and actions critical to mitigating global warming impacts.

Over the coming decades the Australian economy, and the energy markets that power it, will need to reduce in carbon intensity and ultimately reach net zero by 2050. Traditional energies such as liquid petroleum fuels are expected to continue to play a critical role and provide energy security in the economy as the transition occurs, but we recognise that these traditional fuels will be replaced by lower-carbon energies as these develop and increasingly mature.

Viva Energy has two critical roles to play to support Australia in transitioning to a lower-carbon economy: providing energy security and actively participating in the energy transition.

Energy security is our core business – we provide approximately 25% of Australia's fuel needs. The continuous, safe, reliable and efficient supply of these fuels is critical to our everyday needs, to our security, and to avoiding disruptions of supply and price that could result from a poorly planned energy transition.

Energy transition is about our future in a decarbonising world. This means reducing the carbon intensity of our existing fuels and technologies, and introducing new lower or 'zero' carbon energies. In 2021 we outlined our Energy Transition Strategy, which comprises three complementary and overlapping areas of strategic focus: developing opportunities in new energies; collaborating with our customers on low-carbon solutions; and achieving our own net zero emissions reduction commitments.

2021 Performance and progress

Emissions reduction commitments:

- Group net zero by 2050
- Net zero by 2030 for non-refining
- 10% emissions intensity reduction for refining by 2030

1,201,725¹
Total Scope 1 and 2
GHG emissions (tCO₂-e)
2019-20: 1,282,597

5.03¹

Geelong Emissions
Intensity (tCO₂-e / TJ)
2019-20: 5.07

118.1

Geelong Energy
Intensity Index
2020: 123.9

- Announced our ambition to achieve net zero Scope 1 and 2 emissions for the Group by 2050, with medium-term 2030 targets for our refinery (10% emissions intensity reduction) and non-refining operations (net zero)
- Progressed feasibility assessment of Geelong Energy Hub energy transition projects including our next generation service station that includes EV charging, onsite green hydrogen production and refuelling for heavy road transport applications, and separately a solar farm
- Completed three ultra-fast 350 kW electric vehicle charging installations at service stations with our partner, Evie Networks
- Announced Waga Energy partnership for bringing biomethane to market
- Launched our Carbon Solutions business, including our first carbon neutral fuel product (Jet A-1)
- Implemented shadow carbon pricing into our capital investment evaluation process
- Commenced energy efficiency project feasibility as part of the Ultra-Low Sulphur Gasoline upgrade project
- Refreshed our climate scenario assessment to align to a net zero by 2050 scenario
- Strengthened our governance committees, executive accountabilities and functional responsibilities in relation to climate change
- Completed a Scope 3 emissions baseline assessment.

2022 Priorities

- Develop the New Energies Service Station at Geelong – expected to be Australia's first publicly accessible, commercially sized hydrogen refuelling station for heavy road transport alongside EV charging
- Progress development (subject to approvals) of a behind-the-meter Solar Farm on Geelong Refinery land
- Implement an ISO50001 Energy Management System at Geelong Refinery
- Launch our expanded suite of carbon neutral fuel and speciality products
- Implementation of our Energy Transition Strategy
- Track and transparently report progress against our emissions reduction targets.

1. This data relates to 1 July 2020 – 30 June 2021.

Task Force on Climate-related Financial Disclosures (TCFD)

We recognise it is critical for the sustainability of our business to understand the opportunities and risks associated with climate change, and how these are integrated into our corporate strategy.

To help guide our approach and provide transparency to stakeholders, we have adopted the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework.

We made significant progress towards aligning with the TCFD recommendations in 2020, particularly on scenario analysis and risk assessment. In 2021, we focused on improving our alignment with the metrics and targets element, as well as enhancing our approach in the other elements.

Reference mapping of our disclosures against the core TCFD recommendations is provided in the TCFD content index on page 14 of our *Sustainability Data Supplement 2021* at vivaenergy.com.au/sustainability.

Task Force on Climate-related Financial Disclosures (TCFD)

The recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) is a voluntary framework for climate-related financial disclosures. It recommends that companies exposed to climate risk make assessments and disclose against the following core elements:

Governance: the organisation's governance around climate-related risks and opportunities.

Strategy: the actual and potential impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning.

Risk Management: the processes used by the organisation to identify, assess and manage climate-related risks.

Metrics and Targets: the metrics and targets used to assess and manage relevant climate-related risks and opportunities.

The TCFD differentiates climate impacts as:

- **Transition** risks and opportunities associated with the shift to a lower-carbon economy. These may be driven by market, technology, policy and society changes.
- **Physical** risks to assets, operations and supply chains arising from changes in the physical climate. These may include acute risks, such as intense weather events, or chronic risks arising from longer-term shifts such as changes in sea levels.



Risk management

Our Enterprise Risk Management (ERM) Framework and related risk management policies and procedures used to identify, assess, monitor and manage risk are discussed in our *Operating and Financial Review (OFR)* (refer to pages 24-30). Under this Framework we maintain a Strategic Risk Register to capture risks that can affect the achievement of the Group's strategy and goals.

We maintain a Climate Risk Register supplementary to the Strategic Risk Register, which captures the transitional and physical climate change risks (and opportunities) identified for monitoring over the short, medium and longer term.

Climate risks that meet the definition of a strategic risk, that is, are assessed as having the capability of affecting the achievement of the Group's strategy and goals, are also captured in the Strategic Risk Register. Risks in our Strategic Risk Register in 2021 that have a climate-related driver (although not necessarily exclusively) include:

- Decline in demand for our traditional products due changes in government policies, shifts in consumer preferences, and changes in technologies.
- Policy and regulatory change, including climate change and sustainability policy, that significantly impacts our current mode of operation.

We identify and monitor our strategic risks through a biannual process of consultation across our business, validation with the Group's Executive Leadership Team, and reporting to the Board Audit and Risk Committee. As part of this process, the Climate Risk Register is reviewed for any material changes to climate risk ratings, including whether elevation of any climate risks to the Strategic Risk Register is warranted.

Scenario analysis

We undertook climate scenario analysis in 2020 to better understand potential climate transition pathways and the climate-related risks and opportunities our business could be exposed to. We developed three climate scenarios representing distinct levels of global climate mitigation, designed to stress-test the resilience of our business strategy under a range of plausible future states: Limited Mitigation; Disorganised Mitigation; and Aggressive Mitigation.

In 2021, we updated our Aggressive Mitigation scenario from a <2°C scenario to a 1.5°C scenario reflecting the International Energy Agency (IEA) Net Zero Emissions by 2050 (NZE³) transition scenario. This scenario is aligned with a Net Zero by 2050 goal, consistent with that recently adopted by the Federal Government and our own emissions reduction commitments. It is also oriented towards limiting global warming to 1.5°C, which is an objective of the Paris Agreement.

3. <https://www.iea.org/reports/net-zero-by-2050>.

The key characteristics of the climate scenarios adopted, including the updated Aggressive Mitigation scenario, are summarised in the table below.

Viva Energy TCFD climate scenario	Global warming state	IPCC physical scenarios ¹	IEA transition scenarios ²	Description
Limited Mitigation	> 4°C	RCP8.5	Not applicable as transition impacts not considered significant in this scenario	<ul style="list-style-type: none"> • ‘Business as usual’ approach to climate change with continued growth in GHG emissions. • Limited government intervention and industry-led initiatives. • UN Agreement Nationally Determined Contributions (NDCs) not achieved. • Significant physical risks, and much less prominent transition impacts.
Disorganised Mitigation	~ 3°C	RCP6 RCP4.5	Stated Policies	<ul style="list-style-type: none"> • Gradual approach to reducing GHG emissions in the long term driven by technology with some support by policy. • Limited government intervention, with technocratic-driven leadership from business. • NDCs achieved. • Transition and physical impacts both prominent.
Aggressive Mitigation	1.5°C	RCP2.6	Net Zero by 2050	<ul style="list-style-type: none"> • Progressive government policy that sets a pathway for a rapid and orderly transition. • Quicker response sees GHG emissions begin to reduce in the near term as governments and their communities embrace the vision of a decarbonised future. • NDCs exceeded. • Significant transition impacts, and some but far less prominent physical impacts.

1. IPCC (2014): Fifth Assessment Report of the Intergovernmental Panel on Climate Change, <http://www.ipcc.ch/reports/assessment-report/ar5>.
2. IEA (2021): World Energy Outlook 2021, IEA, Paris, <http://www.iea.org/reports/world-energy-outlook-2021>.

We retained the time horizons used in the prior year assessment:

- **Short-term (2023):** reflecting near-term policy and technology certainty, and aligned with our business operational planning cycle
- **Medium-term (2030):** aligned with our strategic planning timeframe
- **Long-term (2050):** consistent with market practice and aligned with the Australian Government’s and our own net zero emissions target timeframes.

The risks (and opportunities) in our Climate Risk Register were reviewed and updated in 2021, including applying the refreshed Aggressive Mitigation scenario. Risk and opportunity prioritisation was based on the consequence and likelihood criteria defined in our ERM Framework.

The potentially significant climate-related risks and opportunities identified through this process, as well as the key strategies and mitigations we are implementing in response, are summarised in the *Operating and Financial Review (OFR)* Strategic Risk section, page 28, described on the following page, and expanded on in the *Climate risk and opportunity table* in our *Sustainability Data Supplement 2021* at vivaenergy.com.au/sustainability.

Scenario analysis application

Scenario analysis can be useful to explore possible futures for the economy and our sector. It is important to note that the scenario outputs are not forecasts of our business, nor are they intended to represent a comprehensive description of the future. Rather they are designed to help understand the potential impacts of climate change across various future horizons.

All reasonable care has been taken in our risk and opportunity assessment. However, the consideration of industry, market, societal and governmental changes over any length of time, particularly in the longer term, necessarily involves a high degree of uncertainty and the application of broad assumptions. Many of these assumptions are informed by the work and content of the underpinning scenarios, which are typically compiled on global or regional bases, whereas our business depends on many local Australian factors.

Climate risks and opportunities

Transitional risks and opportunities

The key transitional climate risks we foresee relate to reduced demand for our traditional hydrocarbon fuels driven by preference shifts in our Retail business and market pressures in our Commercial customer segments. Government regulation and technological advancements will also play a role in terms of how quickly the transition occurs. These risks are not considered to be significant in the short term, but in the longer term we anticipate potential for increased impacts in the Aggressive Mitigation and Disorderly Mitigation scenarios where climate mitigation pressures are more pronounced. We expect the scale and pace of substitution to vary significantly across our traditional product categories and the market sectors we supply, which provides some inherent resilience phasing.

Other transitional risks we envisage include the potential for increased operating costs arising from regulatory responses to reduce carbon emissions. There are also potential reputational and legal risks arising from stakeholder expectations and actions – including from investors, lenders, community groups and the labour market.

We actively monitor consumer trends, government policy developments and technology advancements. We maintain fuel demand forecasting and factor these elements into our strategic business planning.

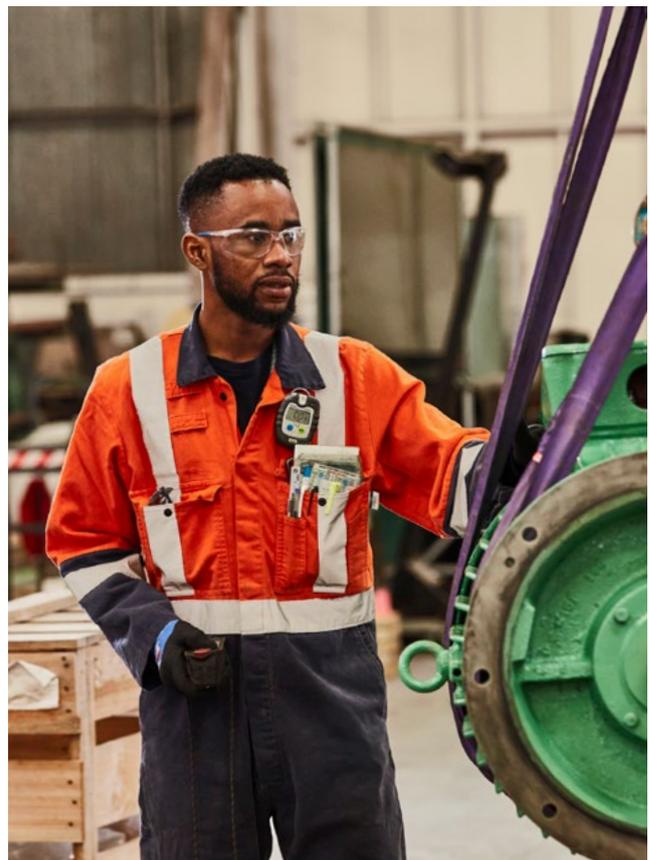
Our corporate strategy recognises we are at the beginning of a long-term energy transition, which will impact demand for our traditional products. It positions us to be an active participant in the low-carbon energy transition, particularly energy for transport, with net zero ambitions. We see opportunities in the energy transition to diversify our business revenue streams to non-fuel and new energies in the medium to long term. While this energy transition will present new opportunities for investment and encourage new products and services which will drive future growth, hydrocarbon derived fuels will also continue to be an important part of the energy mix and Australia's energy security through the transition. These opportunities are described in the following section.

We actively engage with external stakeholders and our employees on our Energy Transition Strategy and progress, including through the application of the TCFD disclosure recommendations.

Shadow carbon pricing

In 2021 we implemented shadow carbon pricing into the Group's investment evaluation and capital allocation process. This provides Management and the Board with an indication of how investments may be impacted by future climate policy changes, and guides investment decision-making.

The shadow carbon prices adopted are a low-case 'current day' price, and a high-case price representative of a medium-term 'Aggressive Mitigation' scenario.



Physical risks

Physical climate risks were identified as having potential to arise in the Limited Mitigation scenario and, to a lesser extent, in the longer term in the Disorderly Mitigation scenario. The Limited Mitigation scenario reflects a lower level of climate change mitigation, with resultant more frequent and severe weather event impacts on assets and facilities.

In our Retail business, risks are considered unlikely to be significant given the scale and geographic spread of our service station network. In our supply chain and refining operations, the risks predominantly relate to supply disruptions, asset damage and increased costs in mitigating or responding to weather events. We operate substantial asset management and maintenance programs, and have site-level Emergency Response Management Plans and Group-level Business Continuity Plans to mitigate these generally localised impacts. We anticipate these will adapt over time if these risks eventuate.

We conduct detailed climate risk assessments on major new projects to factor any required mitigations into project design and operational procedures. An example of this in 2021 was the detailed physical climate risk assessment applying various climate scenarios undertaken during the proposed Gas Terminal Project design process, to help mitigate future physical climate risk impacts.

Our strategy for climate change and the energy transition

Viva Energy has two important roles to play in supporting Australia’s transition to a lower-carbon economy – maintaining energy security and actively participating in the energy transition.

Our corporate strategy outlined in the *Operating and Financial Review (OFR)* on page 14 is focused on the diversification and sustainability of each of our traditional key businesses – Retail, Commercial and Refining – which will provide ongoing energy security through the transition. It also includes our Energy Transition Strategy with three complementary and overlapping strategic focus areas:

- **New Energies** – pursuing development and investment opportunities in new and transitional energy products and services for the market that will help decarbonise our economy in the longer term
- **Carbon Solutions** – collaborating with our Commercial customers, and providing lower-carbon products and solutions, to help them reduce their emissions profile
- **Operational Emissions** – reducing our own emissions to achieve our net zero by 2050 Group commitment, and by 2030 for our non-refining businesses.

Our progress in these three strategic focus areas is outlined in the following sections.

New energies

We are focused on opportunities in several new and transitional energies aligned with our core strategic capabilities, as summarised below. These energies, and the technologies that underpin them, are at varying stages of adoption and commercialisation. We see these technologies as having the best pathway to providing the market and our customers with the viable low-carbon solutions required in the medium to long term.

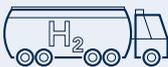
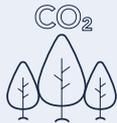
Our portfolio of new and transitional technologies and solutions form a wide range of opportunities, will have variable growth pathways, and require a range of operational capabilities to support their development. Our focus is to leverage our existing capabilities and infrastructure, remain disciplined in our investments, and to continue to be a trusted partner to our customers to deliver these products and solutions during the energy transition.

Battery Electric Vehicles

Electric mobility is an evolving technology well suited to light vehicles, and is a market which we expect to grow over the current decade and continue to mature through the 2030s.

We see potential to leverage our Retail network scale and coverage, and our brands, loyalty programs and commercial relationships to provide the best electric vehicle charging solution to customers, including our fleet and corporate customers as they look to transition.

Emerging opportunities in line with our core strategic capabilities

				
Strategic Capability	Battery Electric Vehicles (BEV)	Hydrogen Fuel Cell Electric Vehicles (HFCEV)	Bio and Waste Energies	Carbon Offsets
Retail (on-road)	<ul style="list-style-type: none"> • Fast charging • Superior customer experience • Convenience offer 	<ul style="list-style-type: none"> • Truckstop network • Onsite H₂ production • Satellite H₂ distribution • Light Commercial 	<ul style="list-style-type: none"> • E10 	<ul style="list-style-type: none"> • Carbon offset fuels
Commercial (fleet and equipment)	<ul style="list-style-type: none"> • Charging-as-a-service • People and goods – mover segments 	<ul style="list-style-type: none"> • Home base production • Home base refuelling • Fleet leasing 	<ul style="list-style-type: none"> • Biodiesel • Sustainable aviation fuel 	<ul style="list-style-type: none"> • Carbon offset fuels • Carbon solutions
Energy (production and supply)	<ul style="list-style-type: none"> • Energy systems model for least-cost electricity input 	<ul style="list-style-type: none"> • H₂ production 	<ul style="list-style-type: none"> • Refining feedstock • Landfill biomethane offtake 	
2021 progress	<ul style="list-style-type: none"> • 3 trial sites installed and insights gathered 	<ul style="list-style-type: none"> • H₂ refuelling design and feasibility – with New Energies Service Station announcement in 2022 	<ul style="list-style-type: none"> • Bio blending capability and Waga Energy partnership 	<ul style="list-style-type: none"> • Carbon neutral certified products – Jet A-1



We are installing electric vehicle charging infrastructure on selected service stations in partnership with Evie Networks. In 2021 we completed three ultra-fast 350 kW charging installations with our partner at Brighton (Tasmania), Coomera (Queensland) and Taylors Lakes (Victoria). We will continue to gather insights as we complete three installations in 2022, and will evolve our electric mobility strategy as the market continues to grow.

Hydrogen Fuel Cell Electric Vehicles

Hydrogen Fuel Cell Electric Vehicles (HFCEV) is a nascent yet emerging market with strong long-term growth potential, particularly in the heavy vehicle segment. Our approach is to be an early mover, leveraging our supply chain capability and infrastructure footprint, and bringing together our customers, vehicle manufacturers and governments to help establish this market.

Our starting point, to build experience in hydrogen mobility across both ourselves and our vehicle operators, is to focus on back-to-base refuelling through the New Energies Service Station we are proposing to construct and operate as part of our Geelong Energy Hub. With this project, Viva Energy has brought together commercial fleet operators, government and vehicle manufacturers to develop a commercially viable, hydrogen-focused service station that will support the transition to a zero-emissions energy solution in the large and growing commercial transport sector.

At least 15 hydrogen-powered heavy vehicles are expected to be deployed within the first two years of operations, with significant scope to expand further as the commercial opportunity is proven. The first seven vehicles will be purchased and deployed by our partners with operations in Geelong, including Toll Group, Cleanaway, ComfortdelGro Corporate Australia (CDC) and Barwon Water. Some of the vehicles will be delivered by Hyzon Motors out of Europe and Australia and CDC's two buses will be manufactured and delivered by Australian-based manufacturer, Aluminium Revolutionary Chassis Company (ARCC). Viva Energy is in discussions with several other potential customers and

hydrogen vehicle manufacturers, and expects to see growing demand over time as FCEV become more prevalent in the market.

This will be Australia's first publicly accessible service station that offers commercial scale, hydrogen refuelling for heavy HFCEVs. It will have the capability to produce and dispense green hydrogen in commercial quantities and provide a zero-emission solution for the commercial road transport sector, alongside electric recharging facilities. An onsite 2MW electrolyser will generate green hydrogen by using renewable electricity and recycled water received from Barwon Water's Northern Water Plant.

Subject to regulatory approvals, the New Energy Service Station is expected to commence operations in late 2023. We are also looking ahead at opportunities on major freight routes such as Melbourne-Sydney-Brisbane.

Further information on our New Energies Service Station is provided in the Geelong Energy Hub update (see page 58) and at: vivaenergy.com.au/energy-hub/new-energies-service-station-project

Bioenergy and waste recycling

Bio- and waste-derived energies offer the advantage of providing substitute fuels into existing distribution infrastructure and customer equipment, with minimal impact to existing operations or fleet. The barriers to uptake for these fuels continue to be commercial competitiveness challenges and feedstock availability constraints.

Our strategy for biofuels and waste involves leveraging our refining processing capability and supply chain expertise, and to partner with others to reduce product carbon intensity and participate in the circular economy. Opportunities we are actively pursuing include:

Biomethane – a renewable and cost-competitive natural gas substitute to reduce carbon emissions for heavy industrial gas users. In 2021 we signed a partnership agreement with Waga Energy to be the first to bring their landfill gas processing technology to Australia and access biomethane produced (see case study on page 50).

Plastics recycling – innovative plastic waste recycling technologies have potential for circular economy solutions and will require processing capability similar to that at our refinery. In 2021 we worked with a consortium of companies, including LyondellBasell and Licella, to convert synthetic oil derived from recycled plastic feedstock to propylene, which was then used in the production of plastic KitKat wrappers (see case study on page 65).

Biofuels – we continue to blend up to 10% ethanol with ULP91 to make E10 and distribute this across our Retail service station network in NSW (87% of sites) and Queensland (69% of sites), with an additional seven sites converted to offering E10 in 2021. In 2021 we recommissioned biodiesel supply infrastructure in Victoria and Queensland and continue to work with our customers and suppliers to enable the supply of biodiesel or renewable diesel into the Australian market.

Case study: Investing in renewable gas

In 2021, Viva Energy signed a partnership agreement with Waga Energy, the European leader in renewable natural gas recovery from landfill waste. The four-year agreement provides us with first right of refusal to offtake biomethane produced by Waga Energy in Australia. We see growing demand for renewable natural gas from customers looking to reduce their carbon footprint.

Waga Energy has developed proprietary, patented technology for the recovery and purification of gas released from landfill sites in units known as WAGABOX. The average WAGABOX unit offers a maximum installed capacity of 225 GWh/year, enough to power 35,000 homes and avoid 45,000 tonnes CO₂-e per year.

“This is another step in developing lower-carbon products, as we begin the transition to more sustainable energy sources,” says Lachlan Pfeiffer, Viva Energy’s Chief Business Development and Sustainability Officer. “We are keen to develop products that will support our customers’ emissions reduction ambitions, and we think biomethane can play an important role for customers with natural gas demand and usage.”

Waga Energy’s technology addresses the carbon challenge in two ways. The WAGABOX units capture the gas emitted from landfill sites, which is a major source of greenhouse gas emissions. It also produces a renewable substitute for fossil-based natural gas, so it reduces the carbon footprint of consumers.

Australia generates about 76 million tonnes of waste every year, with about 27% ending up in landfill which then generates and releases methane. The Waga Energy solution to this challenge is proven, simple, efficient and economically viable.



Carbon Solutions

For many of our customers, use of our products is a significant part of their Scope 1 emissions. We aim to support them to reduce their emissions as their trusted energy supplier.

We launched our Carbon Solutions customer offering in 2021, providing carbon neutral and low-carbon products to enable our customers to achieve their carbon emission reduction objectives. We also continue to support our customers to identify efficiencies and optimise fuel use and requirements through our dedicated team of technical experts.

Our first accredited carbon neutral product, Carbon Neutral Jet A-1 Fuel, was launched in early 2021. We are in the process of gaining certification for our remaining product portfolio (diesel, marine fuels, unleaded petrol, bitumen and chemicals) and we expect to launch our expanded suite of carbon neutral products in 2022.

A growing number of Shell lubricants products are already carbon neutral certified and available to our customer base across Australia⁴.

Throughout 2021 we engaged and collaborated with our major customers to understand their carbon emission targets and objectives to support development of our carbon neutral and integrated biofuel (low-carbon) product solutions.



Carbon neutral certification

Viva Energy has chosen to certify its carbon neutral products under the Australian Government's Climate Active scheme. The Climate Active carbon neutral certification is one of the most rigorous in the world and ensures that the underlying carbon inventory has been through a due diligence process which includes a full Life Cycle Analysis (LCA), third party audit, annual inventory reviews and the Climate Active certification review.

Climate Active also stipulates the carbon offset markets that participants can purchase their offsets from, ensuring that only quality offsets are eligible for use under the scheme. Our Carbon Solutions offer is an end-to-end offsetting service with the purchase and retirement of offsets on behalf of the customer.



Case study: Carbon Neutral Jet A-1 Fuel

Our Carbon Neutral Jet A-1 Fuel has been certified by Climate Active as carbon neutral through the purchase of carbon credits. These credits offset the emissions of the product's lifecycle carbon footprint, from resource exploration through to extraction, transportation, processing, storage, delivery, and the eventual combustion of the jet fuel during flights. This assists our customers to achieve their sustainability objectives and provides passengers with a sustainable alternative when flying.

In July 2021, in partnership with Alliance Airlines, we delivered our first carbon neutral flight for fly-in fly-out workers on a 90-minute trip from Cairns Airport.

Our Carbon Neutral Jet A-1 Fuel is available throughout our aviation network. We offer the flexibility to procure carbon offsets at different portfolio mix ratios from a wide range of Australian and international projects.



For more information, including our Climate Active certification see vivaenergy.com.au/business/aviation/aviation-fuels

Fleet Savings and Carbon Footprint Calculator

In 2021 we supported the rollout of the Fleet Savings and Carbon Footprint Calculator.

Developed by Shell, this tool can be used by transport and fleet customers to create annualised potential savings for oil, fuel, maintenance costs and emissions across their fleet. The tool includes visualisations which highlight the benefits of upgrading to a lubricant that could also help improve fleet efficiency and sustainability. For more see shell.com.au/savingscalculator.

4. shell.com/business-customers/lubricants-for-business/delivering-carbon-neutral-solutions-to-our-customers.html.

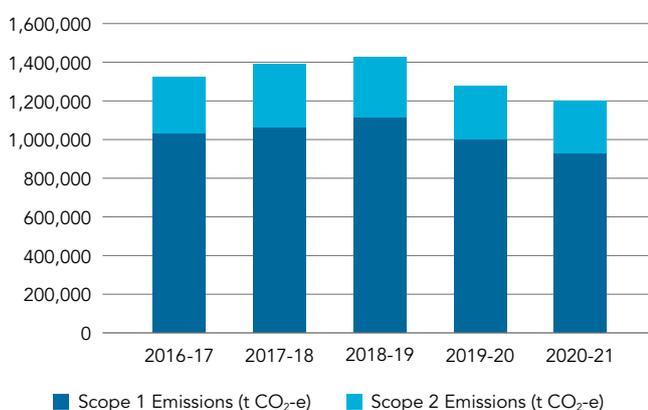
Operational emissions

Greenhouse gas emissions and energy

We annually report our greenhouse gas (GHG) emissions and energy performance under the Australian Government's National Greenhouse and Energy Reporting (NGER) Scheme, including:

- Scope 1 (direct) emissions arising from our operations such as from fuel combustion, fugitive emissions and other minor emission sources
- Scope 2 (indirect) emissions associated with the generation of electricity we purchase for our operations
- Energy consumption and production.

Viva Energy Group operational greenhouse gas emissions



Our reported emissions include those from the facilities and activities of all Viva Energy Group subsidiaries and contractors within our operational control, for the 12 months ending 30 June.

For the 2020-21 NGER reporting period we reported Scope 1 emissions of **932,077 tonnes CO₂-e** and Scope 2 emissions of **269,648 tonnes CO₂-e**. Geelong Refinery accounts for 96% of our total operational GHG emissions. Our overall Group operational GHG emissions in 2020-21 were 6.3% lower than 2019-20.

Our Scope 1 and Scope 2 emissions data are published each year on the Clean Energy Regulator (CER) website at [cleanenergyregulator.gov.au](https://www.cleanenergyregulator.gov.au)

Refining

For the Geelong Refinery, we reported a decrease in Scope 1 and 2 emissions from **1,231,657 tonnes CO₂-e** in 2019-20 to **1,147,915 tonnes CO₂-e** in 2020-21. This is largely attributed to significantly lower coke combustion emissions associated with the Residue Catalytic Cracking Unit (RCCU). This unit was shut down for an extended duration during the reporting period while the refinery operated in hydro-skimming mode due to COVID-19 impacted market conditions and while unit maintenance was undertaken⁵.

An emissions intensity (EI) metric, operational (Scope 1 and 2) emissions per energy content of high value products, has been adopted for the refinery to smooth out production variability effects due to market conditions and maintenance cycles. The refinery EI was **5.03 tonnes CO₂-e / TJ** for 2020-21.

Geelong Refinery emission intensity (tCO₂-e/TJ)

2018-19	5.13
2019-20	5.07
2020-21	5.03

Geelong Refinery's energy efficiency improved in 2021 as process unit utilisation improved and the facility resumed typical operations as market conditions recovered. The energy intensity⁶ (EII) improved from **123.9** in 2020 to **118.1** in 2021.

A major steam leak identification and repair program resulted in an estimated 0.5 EII improvement. The feasibility of energy efficiency projects identified in the refinery Energy Masterplan continued to be evaluated, with focus shifting to energy projects and design efficiency opportunities with potential for execution as part of the planned Ultra-Low Sulphur Gasoline upgrade.

In 2021 the refinery commenced implementation of an Energy Management System (EnMS), with the assistance of a Victorian Government Business Recovery Energy Efficiency Fund (BREEF) grant. The EnMS will establish an ongoing process of identifying, planning and implementing energy efficiency improvements to assist in delivering the facility's Energy Masterplan objectives. Following the completion of a gap assessment in 2021, we plan to operationalise the EnMS in 2022, including seeking independent certification against the ISO 50001:2018 standard.

Non-refining

For our non-refining operations⁷, we reported an increase in our Scope 1 and 2 emissions from **50,940 tonnes CO₂-e** in 2019-20 to **53,810 tonnes CO₂-e** in 2020-21. Emissions reductions were achieved following the successful implementation of a bitumen furnace optimisation project at our Pinkenba Terminal, and with reduced demand for marine fuel oil (which requires heating) at the Gore Bay Terminal. These reductions were offset by the inclusion of emissions from the Liberty Oil fuel distribution business which, for the first time was under the Group's operational control for the entire reporting period.

5. Refinery emissions and emissions intensity figures are aligned with the NGER reporting period 1 July – 30 June. The RCCU shut-down impact on emissions performance is relevant for the first half of the NGER reporting period, i.e. occurred in the second half of 2020.

6. Using the Solomon Associates global refinery benchmarking Energy Intensity Index (EII) methodology for the 2021 calendar year reporting period, noting this is different period to the NGER emissions reporting period.

7. Non-refining includes Retail, Fuels and Marketing, and Supply and Distribution, including Liberty Oil Holdings.

Following the installation of sub-metering at our two fuel terminals in Sydney (Clyde and Gore Bay), our onsite operators identified and implemented changes to pump operations transferring fuel through the Mascot Airport pipeline. This initiative is estimated to deliver over 120 MWh of electricity savings annually.

In 2021, grant co-funding was secured as part of the Victorian Government's BREEF program to implement energy efficiency projects at our Newport Terminal, including upgrading road gantry lighting, installing sub-metering, and upgrading air-conditioning systems. All projects are planned to be completed in 2022.

Emissions reduction commitments

In late 2021 we announced our ambition to achieve net zero operational (Scope 1 and 2) emissions by 2050. We also committed to medium-term (2030) emissions reduction targets for our operational emissions from a 2019 base year, including:

- net zero for our non-refining operations⁸
- 10% reduction in emissions intensity at the Geelong Refinery.

For our non-refining operations, we see a clear pathway to net zero through a combination of: energy efficiency projects and optimisation; renewable electricity projects and/or purchasing; offsets for residual emissions sourced from certified and credible schemes.

Geelong Refinery is recognised as an emissions-intensive, trade-exposed facility. As part of the Australian Government's Fuel Security Package, we have committed to continue refining until at least mid-2028, with possible extension to mid-2030. During this period, we will be co-investing in upgrades to produce Ultra-Low Sulphur Gasoline (ULSG) to meet new fuel specification requirements. This will have local air quality and vehicle emissions benefits, but will require additional energy for de-sulphurisation processing, with an anticipated increase in the emissions intensity of the refinery.

To help off-set this projected increase in emissions intensity, we are assessing the feasibility of various energy projects which have potential to be implemented as part of the ULSG project. We continue to assess the feasibility of refinery Energy Masterplan projects and operational optimisation initiatives more widely to achieve the overall 10% reduction in emissions intensity targeted for 2030.

Beyond 2030, we expect the refinery's role in the energy market to evolve. There is potential to leverage its processing capability to produce lower-carbon intensity fuels, and participate in the circular economy, through the processing of waste and bio-feedstocks. In the meantime, we are diversifying this strategic asset through various Energy Hub projects under development.



8. Non-refining includes Retail, Fuels and Marketing, and Supply and Distribution, including Liberty Oil Holdings.

Target setting approach

Our GHG emissions reduction commitments have been established with reference to the *GHG Protocol*⁹ and *Guidance on Setting Science-based Targets*¹⁰. The organisational boundaries, GHG types and emissions scopes are consistent with those applied in Viva Energy's reported inventory under the Australian Government's NGER Scheme.

A 2019 base year (1 July 2018 – 30 June 2019 reporting period) has been selected as a reference point for tracking progress towards our emissions commitments. It is the most recent period of standard operation – unaffected by the COVID-19 pandemic and free of major refinery maintenance turnaround events.

We will review progress against our emissions reduction commitments annually and commit to transparent reporting as part of our annual sustainability disclosures. We also commit to reviewing the basis and the level of ambition of our targets every five years as a minimum, with the next review due following the 2024 reporting period.

As is industry practice, we retain the flexibility to recalculate our base year emissions where significant changes occur, which materially alter the emissions profile of the Group or an activity or facility under its operational control. Adjustment could be triggered by changes to corporate structure, estimation methodologies, and government regulation or mandates, or the discovery of material miscalculation. We will apply a materiality threshold for base year emissions adjustment of 5% of the relevant medium-term (2030) emissions target.



Scope 3 emissions

In 2021, we completed our first Scope 3 emissions inventory assessment, which focused on our material emission sources for the period 1 July 2020 – 30 June 2021.

Scope 3 emissions are indirect GHGs emitted as a consequence of the Group operations, but where the sources are owned or controlled by other organisations in our value chain. The estimate was prepared referencing the *GHG Protocol*¹¹ and *IPIECA*¹² methodology where appropriate, and accounting for emissions related to the upstream extraction, processing and transport of process inputs, and the downstream distribution and combustion of sold products.

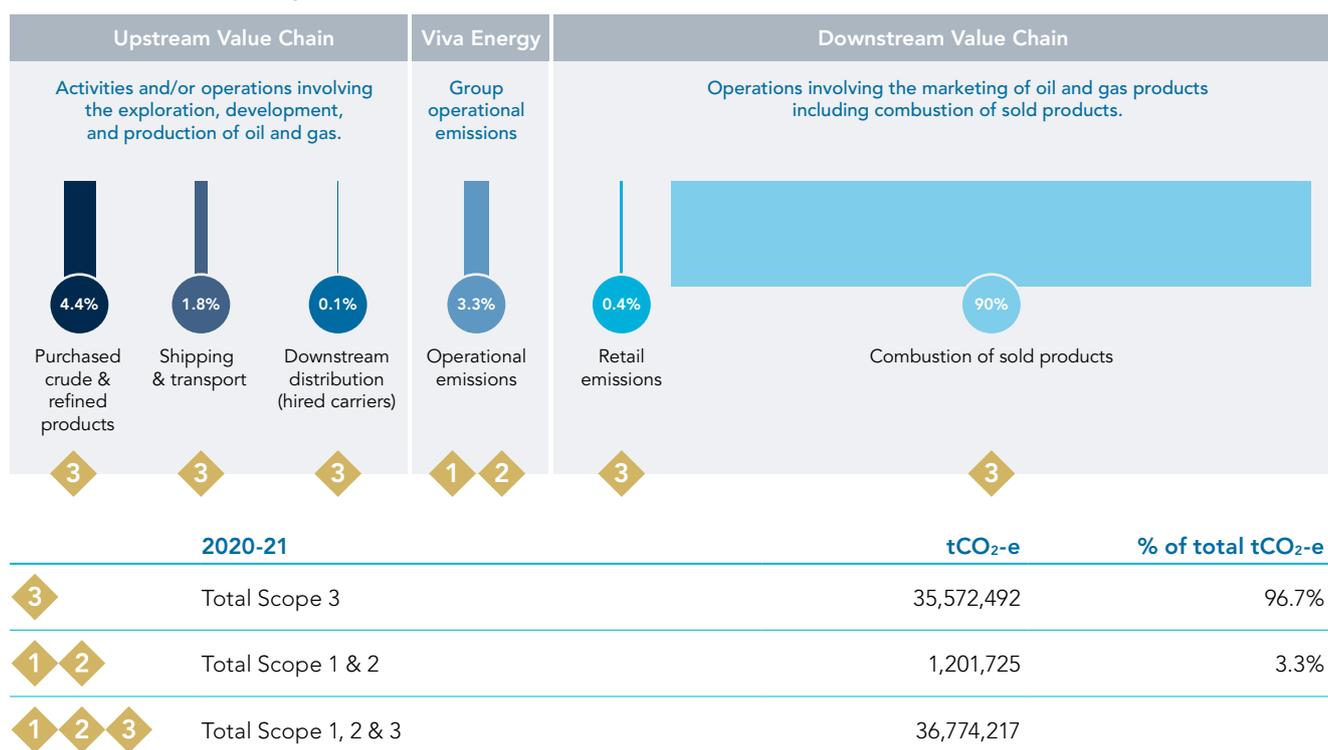
'Use of Sold Products' (GHG Protocol category 11) is the most significant Scope 3 emissions source for Viva Energy, with 'Purchased Goods and Services' (category 1) and 'Upstream Transportation and Distribution' (category 4) identified as the next most significant emission sources.

The emissions estimates for our material Scope 3 emissions categories are summarised on the following page.

9. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, World Resources Institute and World Business Council for Sustainable Development (2004).
10. Guidance on Setting Science-based Targets for Oil, Gas and Integrated Energy Companies, Science Based Targets Initiative (Consultation Version August 2020). sciencebasedtargets.org/sectors/oil-and-gas.
11. GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, World Resources Institute and World Business Council for Sustainable Development (2011).
12. IPIECA Estimating petroleum industry value chain (Scope 3) greenhouse gas emissions guidelines (2016).

Scope 3 category	Inclusion/exclusion in assessment	tCO ₂ -e
Upstream		
1 Purchased goods & services – Emissions associated with the extraction, production of International and local crude, condensates and refined products	Assessed and quantified	1,606,578
2 Capital goods & services	Not assessed for quantification as not considered material	
3 Fuel and energy-related activities: Extraction, production and transportation	Not assessed for quantification as not considered material	
4 Upstream transportation and distribution – Emissions for transport from international and domestic imports	Assessed and quantified	670,554
5 Waste generated in operations	Not assessed for quantification as not considered material	
6 Business travel – Emissions of transportation carriers that occur during the transportation of employees for business-related activities	Not assessed for quantification as not considered material	
7 Employee commuting	Not assessed for quantification as not considered material	
8 Upstream leased assets	Not relevant to Viva Energy	
9 Downstream distribution	Assessed and partially quantified (hired carrier road transport only)	44,362
Downstream		
10 Processing of sold products	Not assessed for quantification, non-fuel products only	
11 Combustion of sold products – Emissions from reported sales volumes	Assessed and quantified	33,101,131
12 End of life treatment of sold products	Not relevant to Viva Energy	
13 Downstream leased assets	Not relevant to Viva Energy	
14 Franchises – Emissions from Retail service stations supplied but not under operational control	Assessed and quantified	149,867
15 Investments	Not relevant to Viva Energy	

Breakdown of Total Scope 1, 2 & 3 GHG emissions



Climate Leaders Coalition update

The Australian Climate Leaders Coalition (CLC) is a group of cross-sectoral corporate CEOs supporting the Paris Agreement commitments and setting public decarbonisation targets. Established in August 2020 by The B Team Australasia, its focus is on collaboration and joint problem solving across decarbonisation challenges, with the aim to support Australia's low-carbon future and ensure long-term economic sustainability.

As a founding member, Viva Energy supports the commitments made and actively participated in workshops and engagement throughout 2021. In October 2021, a Roadmap to 2030 was released by the CLC, which included the vision and approaches adopted by CLC members to decarbonise and transition as part of a net zero and prosperous Australia. The roadmap was published to share learnings and to encourage other businesses across the economy to accelerate their decarbonisation journey.

For further information visit climateleaders.org.au.



"Reducing emissions cannot be achieved by one country or one company alone – it will require collective action. As an energy company we have an important role to play in reducing our own emissions, but also in supporting and encouraging our suppliers and customers to take their own action."

I am personally committed to play our part in leading this critical energy transition."

Scott Wyatt
Chief Executive Officer



Just Transition statement

The concept of Just Transition is acknowledged in the Paris Agreement. It recognises that governments, industry and workers need to collaborate on measures to minimise the socio-economic impacts of transitioning regional workforces and their communities reliant on emissions-intensive industries as economies shift to lower-carbon intensity.

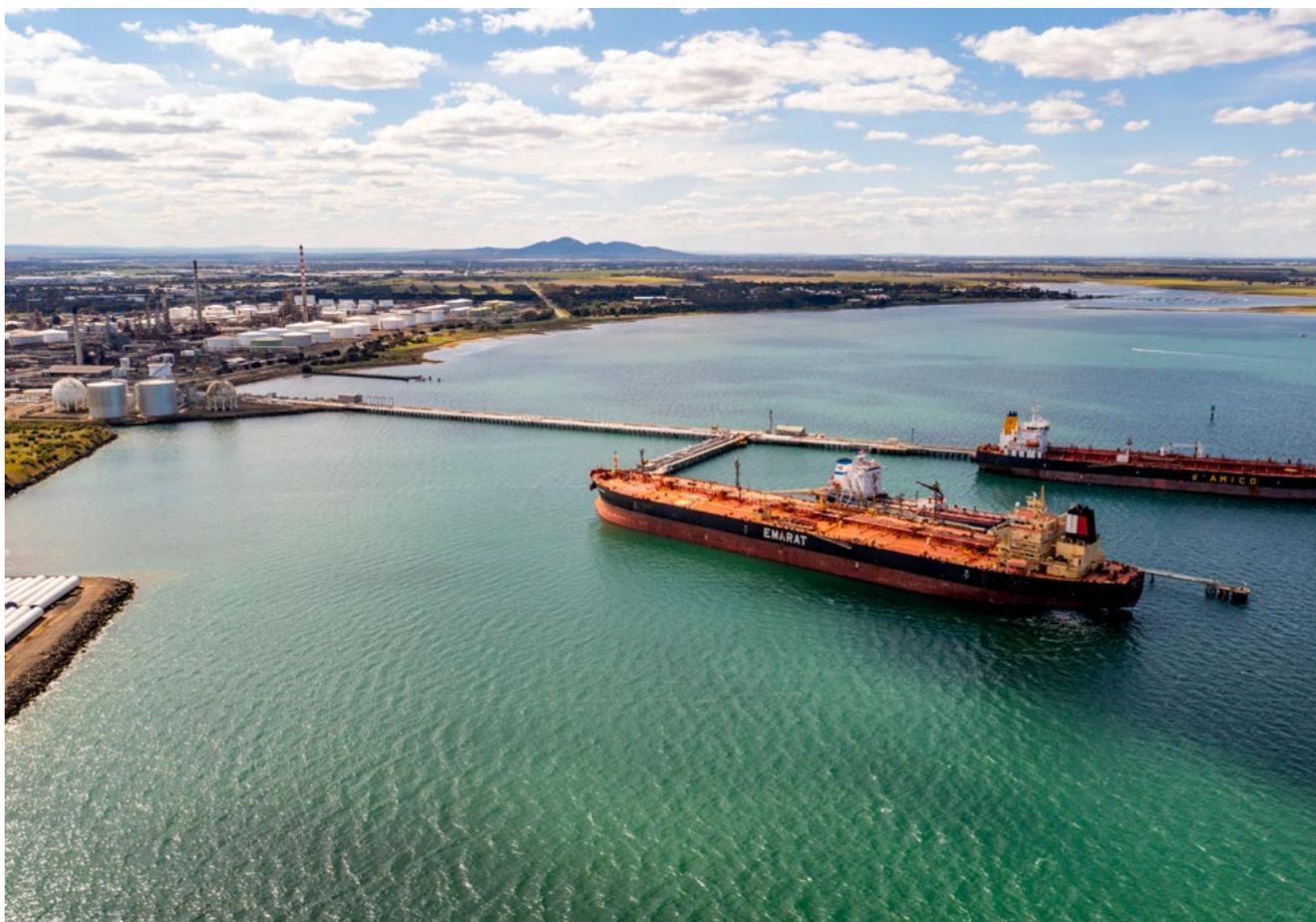
Geelong Refinery is our largest facility in terms of employment and regional contribution. While the Geelong region is no longer heavily reliant on emissions-intensive industry, we remain cognisant of the key role our refinery plays in the Geelong community – employing a sizeable workforce, engaging local businesses and supporting local community partners.

We are engaging with a broad range of external stakeholders including governments, employees and employee representative bodies, local communities, customers, suppliers and educational institutions to inform our energy transition plans.

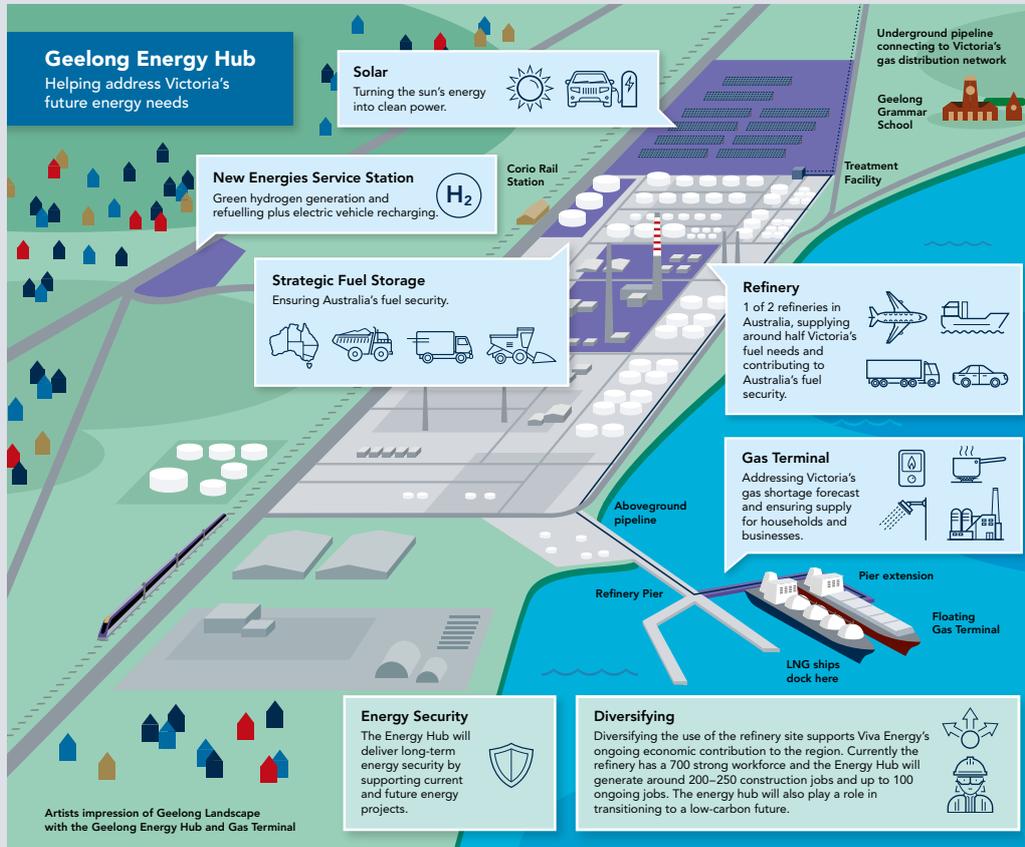
Key to our plans is our vision to transform the Geelong Refinery into a future Energy Hub, with several initiatives already progressing on this front (see page 58). This initiative will help transition our business and the communities that we support towards a low-carbon future, and provide our workforce with opportunities to develop new and adjacent skills to support this.

We worked closely with the Federal Government in 2021 to implement the Fuel Security Package (FSP), which secures the refining industry in Australia, including our Geelong Refinery, through the remainder of this decade. This gives us confidence to invest in Energy Hub initiatives to transform our refinery and enable it to thrive into the low-carbon future.

We are also looking into opportunities to diversify and repurpose other strategic assets and infrastructure around Australia. We will continue to engage with governments, our workforce and local communities on our plans.



Geelong Energy Hub update



Geelong Energy Hub

As one of the largest energy providers in Australia, Viva Energy is excited about the evolving energy future. Our Geelong site is crucial to our current energy needs and also the energies we will need for the future. Our vision is for the site to manufacture and deliver traditional fuels, as well as offering transitional and alternative energies, playing an important role in providing energy security now and into the future.

The Geelong Energy Hub, located at the refinery site, will comprise of a suite of projects to support the evolving energy needs of Victoria and south-east Australia. As well as existing refinery operations, the Geelong Energy Hub would include a gas terminal, a solar farm, hydrogen generation and refuelling, strategic tank storage, bio-processing and waste recycling.

Our Geelong site is an ideal location to be an energy gateway as it is an existing industrial facility with access to the Port of Geelong and major population centres. In addition, Viva Energy is a safe and experienced operator, caring for its people, the environment and local communities where we operate.

Geelong Refinery

Our refinery has been part of the local landscape since 1954 and we are proud that it remains a key driver of Victoria's economy, supplying more than half of the state's fuel needs. One of only two refineries remaining in Australia, it plays an important role in the nation's fuel security and provides hundreds of high-skilled manufacturing jobs.

The refinery can process up to 120,000 barrels of oil per day, manufacturing petrol, diesel, LPG, jet fuel, avgas, bitumen, specialty solvents for a wide range of industries, and Low Aromatic Fuel to support the Federal Government's petrol-sniffing prevention program.

Learn more about the Geelong Energy Hub at vivaenergy.com.au/energy-hub



Gas Terminal

Gas is an integral part of the current and future energy mix. The proposed Gas Terminal would provide an efficient and flexible option to meet the projected gas shortage in south-east Australia. The facility would include a Floating Gas Terminal, an extension to Refinery Pier, a Treatment Facility and a new 7km pipeline.

Having the Gas Terminal adjacent to the Geelong Refinery would leverage our capability as an existing Major Hazard Facility (MHF) operator and offer potential synergies between the two operations, including the reuse of seawater from the Gas Terminal into the refinery.



Hydrogen and New Energies Service Station

Green hydrogen is a zero emissions fuel and energy source, and in transport, a technology solution where Battery Electric Vehicles are not suited. With our infrastructure background, we have brought together vehicle operators and government to develop Australia's most ambitious hydrogen mobility project. It includes Australia's first heavy vehicle focused, publicly accessible hydrogen refuelling station that will refuel hydrogen vehicles, and be available to any transport operator. We have branded this our New Energies Service Station (NESS).



Solar

A solar farm will be developed on the land at the northern end of the refinery site. The solar farm will generate between 12-20 megawatts of green renewable energy and meet up to 10% of the refinery's electricity needs. The solar farm will utilise latest technology trackers to follow the path of the sun during the day and maximise the solar farm efficiency.

Whilst the electricity generated by the solar farm will primarily service the refinery's power needs, the electricity can be exported to the grid supplying the local area with renewable energy and further decarbonising the Victorian power network.



Strategic Tank Storage

Viva Energy is proposing to build additional diesel storage within the grounds of Geelong Refinery, which will play an important role in improving our nation's fuel security. This project is part of the Australian Federal Government's 'Boosting Australia's Diesel Storage Program'.

Three diesel storage tanks of 30 million litres capacity each (enough to cover Victorian diesel usage for around one week) are proposed to be located in the north-western corner of the refinery site.



Bio-waste and recycling

The Geelong Energy Hub will explore new technologies to develop and supply biofuel products and participate in waste oil and plastic recycling.

For more information, refer to the case study on page 65.



Economic benefits

Our Geelong Energy Hub could play a key role in delivering the energy that the state needs now and in the future. This includes the fuel needed now for trucks, cars, planes and trains that drive our economy, but also the fuels and energies of the future and the gas needed to heat homes and power industry.

The Geelong Refinery currently has a permanent workforce of over 700 and contributes over \$230M into the local region through wages and services. The Energy Hub will play a key role in diversifying the use and earnings from the site. It is anticipated that the Energy Hub will generate around 200-250 construction jobs and up to 100 ongoing roles providing both direct and indirect benefits.



Environment

Our Health, Safety, Security and Environmental (HSSE) Policy outlines our commitment to operating in an environmentally responsible manner and minimising potential environmental impacts of our operations or products. Aspects of our operations governed by environmental regulations are managed in accordance with our HSSE Management System (HSSE MS).

2021 Performance and progress

Significant reduction in environmental non-compliance (ENC) incidents:

Zero ENCs – Non-refining operations
50% reduction in ENCs – Geelong Refinery

1

Significant spill (>1,000kg)
2020: 3

81%

of hazardous waste diverted from landfill (excludes wastewater)

77%

of freshwater withdrawn for the Geelong Refinery is recycled water

- Progressed our firefighting foam transition program across all operations and remedial actions at facilities with legacy PFAS impacts – on track to meet regulatory obligations in 2022
- Progressed major land remediation projects at decommissioned sites including Clyde refinery, Newcastle (Hamilton) terminal, and North Fremantle terminal
- Implemented our Australian Packaging Covenant (APC) plan – on track and due for review in 2023.

2022 Priorities

- Progress and complete major remediation projects including Stage 2 of former Clyde refinery and remediation of the former North Fremantle terminal
- Continue implementation of our foam transition program to meet Queensland, South Australia, and emerging New South Wales compliance obligations by 2022
- Progress assessments and planning for the Geelong Refinery to meet Ultra-Low Sulphur Gasoline fuel standards by the end of 2024
- Support development of the Product Stewardship for Oil Containers Project

- Minimise offsite disposal of soil to improve soil reuse and recycling at the Geelong Refinery
- Implement improvements to stormwater infrastructure at the Geelong Refinery to improve stormwater discharge quality to Corio Bay.

Compliance and licensing

All of our operational facilities have Environmental Management Manuals (EMMs), which underpin the HSSE MS and include local controls for managing environmental risks and compliance.

All environmental incidents and near misses are recorded through our incident reporting system. A range of industry-specific key performance indicators are used to measure the effectiveness of our management systems – such as spills, environmental non-compliance records, emissions and waste metrics. In 2021, we undertook several site-specific environmental audits and updated over 40 EMMs for our aviation operations.

We publicly report on our environmental licence compliance and performance monitoring results for our major facilities. [Learn more at vivaenergy.com.au/environment](http://vivaenergy.com.au/environment)

Environmental performance in 2021

In 2021 we recorded our best environmental performance in over five years. Environmental non-compliance (ENC) incidents were down from 27 in 2020 to 13 in 2021. All ENC incidents were related to the Geelong Refinery, with all incidents assessed, investigated and reported to the relevant environmental regulator where required with no long-lasting impacts. For our non-refining operations we recorded zero ENCs.

More significant incidents are classified as environmental non-compliance (ENC) sanctions. ENC sanctions result in a fine, prosecution, enforceable undertaking, or review of licence to operate. In 2021, we recorded one ENC sanction incident. The Geelong Refinery received an Infringement Notice for an April 2021 EPA Licence breach relating to wastewater discharge exceeding licence limits to Corio Bay. We have since implemented changes to our maintenance program on the environmentally critical equipment involved.

For more on our 2021 environmental performance, see page 114 of the *Director's report*. For our environmental performance data refer to our Sustainability performance data in our *Sustainability Data Supplement 2021*

Spill prevention and response

Our 'No Product to Ground' objective aims to prevent uncontrolled release of hydrocarbon products to the environment.

To meet this objective, we implement spill prevention and control measures across all operations including: operational processes and procedures, routine surveillance, risk-based inspection programs, and leak detection technology.

For marine spills, we work with the Australian Maritime Safety Authority (AMSA) to maintain a national spill contingency plan. As an actively participating member of Australian Marine Oil Spill Centre (AMOSC), we have responsibilities to contribute trained personnel and equipment under mutual aid arrangements and in accordance with the National Plan for Maritime Environmental Emergencies.

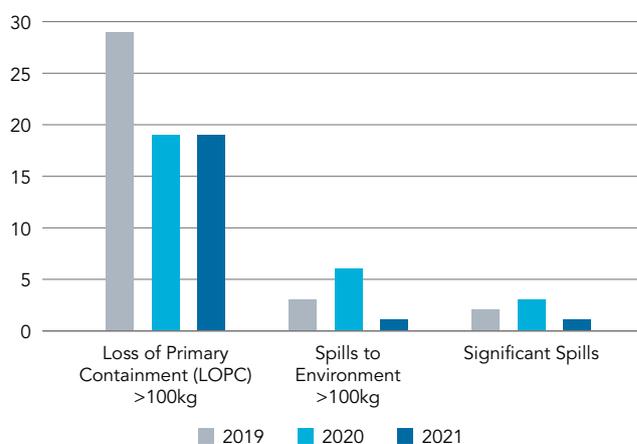
In 2021 we continued to develop our spill response capabilities, with 10 personnel from various groups within our business undertaking Oil Spill Response Command and Control training with AMOSC in April 2021.

Our performance is managed by tracking loss of primary containment (LOPC) incidents that occur within our facilities and road transport operations. An LOPC incident means hydrocarbon product has leaked or spilled from the primary containment (tanks or pipes) designed to safely hold our products. Secondary containment measures (such as tank bunds) also play a role in preventing products entering the environment.

In 2021 we recorded a similar number of loss of containment events to 2020 for larger (>100kg) LOPCs. One Significant Spill¹³ occurred across our operations in 2021, and was also recorded as an API Tier 1 incident (see page 41) involving the release of refinery fuel gas at Geelong Refinery.

To further improve the quality of our stormwater discharge to Corio Bay, we will upgrade stormwater infrastructure at the Geelong Refinery in 2022.

No product to ground performance¹



1. Excludes performance of Liberty Oil Holdings.

Contaminated land remediation

Our risk-based approach to contaminated land remediation across our portfolio is consistent with national standards and undertaken in consultation with environmental regulators. In 2021 we progressed or completed land remediation at several large decommissioned facilities¹⁴ including:

- Former Newcastle (Hamilton) terminal, NSW – remediation works completed
- Former Clyde refinery land, NSW – Stage 1 Western Area Remediation Project (WARP) completed; Stage 2 remediation works in progress
- Former North Fremantle terminal, WA – remediation works in progress.

These works are being overseen by a regulator-accredited Environmental Auditor, who will provide site suitability statements consistent with proposed future land use for regulatory approval.

Across our Retail network we completed two proactive underground storage tank re-lining projects as part of a preventative approach to managing environmental risk due to ageing tanks and sensitive site settings. These measures reduce the likelihood of any leaks of product to soil and groundwater and more re-lines are planned for 2022.

13. Significant Spill is a spill of more than 1,000kg that reaches the environment.

14. These properties were sold (or in case of Part Clyde Terminal agreed to be sold upon the plan of subdivision being registered) to VE Property Pty Ltd (VEP) in 2017 and 2018. Accordingly, with the exception of Clyde Terminal, these sites are now owned by VEP. Pursuant to the agreement with VEP, Viva Energy retains responsibility for remediating these sites, so as to control the quality of remediation works and engagement with the regulator on the remediation process.

Case study: Update on habitat restoration

Green and Golden Bell Frogs, listed as vulnerable under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), have been identified within the wetlands at the Clyde Terminal.

As part of our ongoing efforts to protect the Green and Golden Bell Frogs and improve their habitat within the wetlands, we continue to implement our Plan of Management. This includes:

- Targeted pest control campaigns
- Regular frog surveys monitoring population and habitat conditions
- A wetland improvement plan (including weed removal and planting)
- Construction and management of purpose-designed breeding ponds.

These measures have ensured the Clyde wetlands provide a suitable environment and safe refuge to support populations of these vulnerable frogs.

Surveys in 2021 have identified Green and Golden Bell Frogs within the breeding ponds, including reproductively mature males and a female. Surveys will continue during the warmer months to build understanding about how frogs use the wetland.



PFAS and firefighting foam

As with all industries responsible for flammable fuel storage, we have historically stored and used PFAS-containing firefighting foams in line with recommended best practice to effectively combat flammable fuel fires. While the health and ecological effects of PFAS compounds are subject to ongoing research, we acknowledge their potential risk and the precautionary approach to PFAS management adopted by Australian environmental regulators.

Our risk-based approach to firefighting foams and associated infrastructure includes transitioning to fluorine-free foam to manage shallow pool fires and fuel spills, and to C6 purity foams to manage larger fuel storage tank systems.

Testing results from LASTFIRE in late 2021 gave positive indications of the efficacy of some fluorine-free foams for potential fixed system firefighting on medium-sized fuel storage tanks. In 2022 we anticipate having a fluorine-free foam option for some modestly sized tanks <30m diameter, containing standard petrol and kerosene hydrocarbon grades.

We progressed our transitional compliance plans for firefighting foams and infrastructure throughout our facilities in Queensland, Victoria and South Australia. We continue to work with state regulators to achieve full compliance in 2022. In all other states, we have made progress on removing fluorinated foams from service. We have commenced transition planning at the Geelong Refinery and all NSW facilities.

Our due diligence program for managing legacy impacts of PFAS to soil and groundwater is aligned with the PFAS National Environmental Management Plan (NEMP)¹⁵ approach endorsed by all environmental regulators in Australia. As a result, we have continued to progress investigations and remedial actions at:

- Pinkenba terminal and other Queensland sites
- Newport terminal and Geelong Refinery in Victoria
- former North Fremantle terminal in Western Australia
- Port Lincoln terminal in South Australia.

At our Pinkenba and Newport facilities, initial mitigation of PFAS impacts found in former firefighting training areas was successfully undertaken in 2021 by either capping or covering the soil. This has reduced the concentration of PFAS in surface water runoff.

15. PFAS National Environmental Management Plan Version 2.0, Heads of EPA Australia and New Zealand (2020).

Air emissions

The manufacturing, storage, supply and use of our fuels causes air emissions such as Volatile Organic Compounds (VOCs), greenhouse gases (GHGs), sulphur oxides (SOx) and nitrogen oxides (NOx).

The Geelong Refinery makes up almost 90% of Group operations air emissions. The drop in fuel demand during Victorian COVID-19 restrictions led to significantly reduced production rates through much of 2020. Air emissions were well below previous years with the exception of sulphur dioxide (SO₂). Through late 2020 to early 2021 many of the refinery's processing units, including sulphur processing units, were shut down for major maintenance and performance improvements. The sulphur recovery units were returned to full capacity in Q1 2021 and maintained SO₂ emissions well below environmental licence limits.

A major maintenance project that improved our environmental performance at the Geelong Refinery included the replacement of a column in the Hydrofluoric Alkylation unit in late 2021. This unit helps minimise fluoride emissions from the alkylation process prior to releasing to atmosphere. These works will ensure smooth and reliable operation of the unit for its next production cycle.

Our non-refining operations continued to monitor and report on air emissions where required, including maintenance of existing controls.

We monitor air emissions from our facilities according to site licence conditions and report annually to the National Pollutant Inventory (NPI). See the latest NPI data at npi.gov.au/npi-data

Fuel standards brought forward

We continue to support improvements to Australian fuels standards including the introduction of Ultra-Low Sulphur Gasoline (ULSG), which has a sulphur limit of 10ppm.

As part of the long-term Fuel Security Package (FSP), the Federal Government and industry have agreed to bring forward the requirement for all gasoline grades in Australia to be ultra-low sulphur by the end of 2024.

Producing refined fuel to this specification requires substantial upgrades to the Geelong Refinery. The Federal Government has announced a commitment to provide a 50% (to a maximum of \$125M) contribution towards the necessary capital upgrades to produce ULSG.

Viva Energy and the Federal Government have also agreed to bring forward important work to assess Australian gasoline and diesel specifications – with the potential to further align fuels to Euro 6 vehicle emission standards.

Case study: Air quality and odour management

We have invested significantly in equipment and processes to support our commitment to managing and reducing air emissions and associated potential for odour impacts, and to meeting our regulatory requirements.

At our Gore Bay Terminal, we import marine fuel oil (MFO) and other fuel products that are pumped directly to our Clyde Terminal in Western Sydney for storage and distribution. Given the proximity and sensitivity of neighbouring properties and the potentially odorous nature of MFO, the site has a Vapour Emissions Control System (VECS) to reduce any offensive odours and emissions.

The VECS collects vapour which is then treated through beds of activated carbon to strip out odour-generating compounds before the scrubbed air is released back to the atmosphere. Classified as environmental critical equipment, the VECS underwent major maintenance in 2021 to increase capacity and efficiency, and to re-route ducting traversing the adjacent cliff-face, which had posed significant challenges for inspection and maintenance.

Efficiency reviews of the activated carbon beds are ongoing to remove an even broader range of odour-generating compounds including those potentially associated with alternative sources of future MFO imports.



Sustainability report continued

Resource efficiency and the circular economy

Our customers, industry and government are increasingly focusing on waste management and how the circular economy can help to reduce waste. In 2021 we continued to focus on opportunities at the Geelong Refinery and across our lubricants supply chain, including:

- The Geelong Refinery participating in a world-first trial to develop, distribute and promote recycled soft plastics for food-grade packaging
- Developing waste-to-energy opportunities including biomethane
- Waste recovery practices ensuring most refinery waste is reused onsite, recycled or reused in other industries
- Continued signatory to the Australian Packaging Covenant
- Exploring new technologies to develop and supply biofuel products and participate in waste oil and plastic recycling.

The performance of our waste recovery practices at the Geelong Refinery remained strong in 2021 with:

- Over 81% of hazardous waste (excluding wastewater) diverted from landfill
- 100% of wastewater sent to the Northern Water Plant (operated by Barwon Water) for recycling – the recycled water returned accounted for 77% of the refinery’s water consumption (excluding seawater).

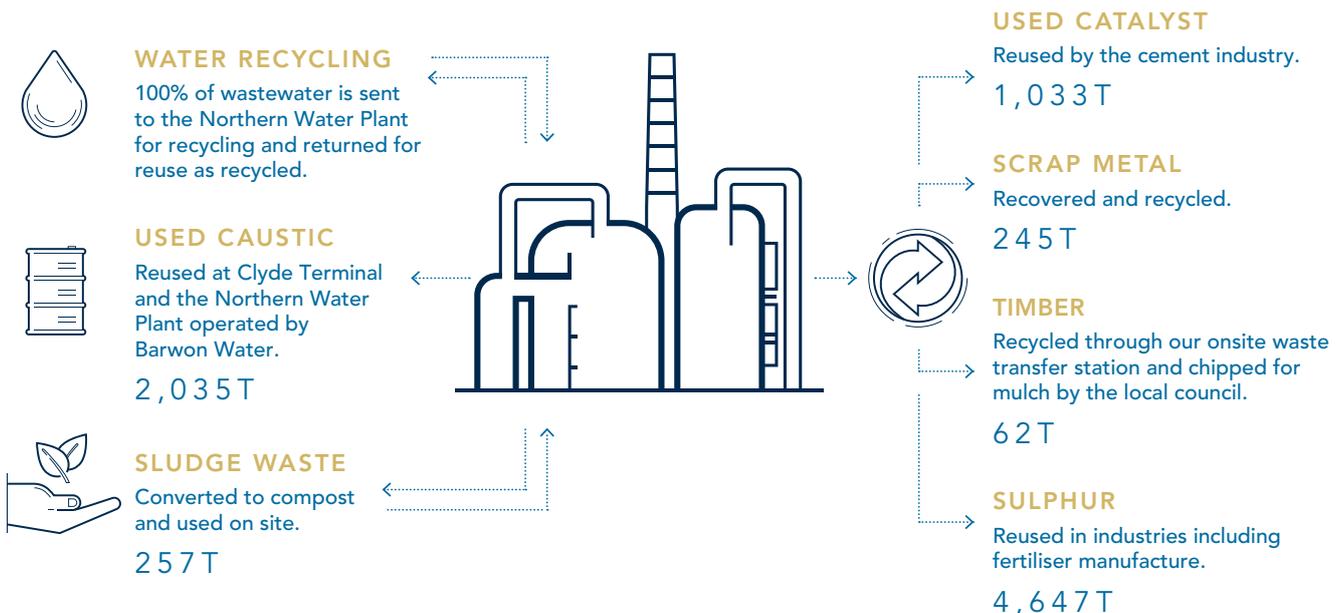
In 2022 our waste management efforts at the Geelong Refinery will focus on improving soil reuse onsite to minimise offsite soil disposal.



Water conservation at the Geelong Refinery

The Geelong Refinery requires large quantities of water to produce steam to heat crude oil and cool fuels during manufacturing. All freshwater used is sent to the Northern Water Plant for recycling and returned back to the refinery for reuse. In 2021, the refinery used 1,090ML of recycled freshwater, 318ML of potable freshwater and 110,319ML of seawater.

Geelong Refinery waste recovery efforts in 2021¹



1. This data relates to 1 July 2020 – 30 June 2021.

Case study: Closing the loop on food-grade flexible plastics

Viva Energy joined forces with other Australian manufacturers to produce Australia's first soft plastic food-grade wrapper made with recycled content. To date, soft plastics collected in Australia have been made into end-of-life products like outdoor furniture, added to road base or used in waste-to-energy.

This innovative pilot demonstrates a circular future for soft plastics – completed by a coalition of companies including Nestlé, CurbCycle, iQ Renew, Licella, Viva Energy Australia, LyondellBasell, REDcycle, Taghleef Industries and Amcor.

Each organisation harnessed their individual expertise to collect and process waste soft plastic, turn it back into oil, and create the prototype wrapper used by Nestlé for their KitKat packaging.



Environmental impact assessments – Gas Terminal Project

Viva Energy is currently seeking regulatory approvals to develop a Gas Terminal at Geelong. As part of this approvals process we are undertaking an Environment Effects Statement (EES), the most rigorous environmental assessment process in Victoria.

During the design phase of the Gas Terminal Project, we looked at all aspects of the terminal design, construction and operation to find opportunities to improve the project's sustainability performance, reduce environmental impacts and minimise emissions.

As an example, we will reuse seawater from the proposed Gas Terminal floating storage and regasification process in the refinery operations cooling water system. This delivers a unique environmental outcome where the water temperature of the refinery discharge will be close to ambient and chlorine levels will be largely unchanged from current refinery operations.

As part of our EES we have declared several environmental commitments for the project including the purchase of certified carbon offsets for Scope 1 and Scope 2 emissions, which are directly related to the construction and operation of the terminal.

The draft project Environmental Effects Statement (EES) is on public exhibition from March 2022.

For more information on the project, including sustainability initiatives being implemented, and the EES studies and consultation process, visit vivaenergy.com.au/energy-hub/gas-terminal-project.

The Australian Packaging Covenant

We continue to be a signatory to the Australian Packaging Covenant (APC) – the national regulatory framework under the National Environment Protection (Used Packaging Materials) Measure 2011 (NEPM). The APC sets out how governments and businesses across Australia share the responsibility for managing the environmental impacts of packaging.

Our commitments are set out in our APC Action Plan, which focuses on our packaged and bulk lubricant products. The two key goals of our plan include:

- Optimising resource recovery in our supply chain
- Minimising environmental impact of fugitive packaging through innovative solutions.

At our bulk lubricant facilities, we continue to review opportunities for optimising waste diversion and recycling with our waste recovery providers.

In 2021 we worked with the Big Bag Recovery initiative, which now collects and diverts our outer grease bulk plastic bags from landfill for recycling.

We continued to support the recycling activity of our retail and lubricant customers. As a stakeholder, we provided initial feedback to Australian Packaging Covenant Organisation (APCO) regarding a proposed product stewardship scheme for used oil containers. The scheme will promote recycling of used oil containers up to 20L sold in Australia.

Our main supplier of packed lubricant products, Shell, has implemented initiatives under their 2021 'Reduce. Reuse. Recycle' supply chain strategy, including:

- Lightweight cartons (without impact to carton strength), leading to a reduction in GHG emissions and paper consumption
- 1L lightweight bottles, leading to a reduction in plastic consumption, waste going to landfill, and GHG emissions



Partnering to divert plastic from landfill

We receive and move our grease products in large bulk bags as part of our lubricant supply chain. The grease is then loaded into reusable hoppers for distribution to customers. While these bulk bags provide a safe and efficient distribution solution, some components have proven difficult to recycle.

By partnering with Big Bag Recovery to recycle the outer bags, we expect to divert 5 tonnes of plastic from landfill each year.

- 25% post-consumer resin (PCR) bottles, helping to create a circular economy and reduce CO₂ emissions.

In 2022 we will continue to implement our three-year APC Action Plan and prepare for its review and update in 2023.

For more on our participation in the circular economy refer to Bioenergy and waste recycling on page 49.

See our latest APC annual performance report at vivaenergy.com.au/environment





Our people

Our ability to attract, motivate and develop great people enables our outstanding business results today and into the future. Our people give us a competitive edge that is core to our success.

2021 saw a renewed focus on positioning our Company as an employer of choice for females, and driving greater employee engagement, inclusion and belonging – particularly during the ongoing pandemic.

2021 Performance and progress

1,447

employees
43% based in regional areas

44%

female representation
in our Senior Leadership Group

Target: 40%

3.6%

gender pay gap

Recruited:

9 females in non-traditional roles

66% females for the 2022 Graduate Program

Maintained a high level of employee engagement of

69%

- Advanced our Inclusion and Diversity strategy including:
 - Promotion of employment brand
 - Recruitment audit for unconscious bias
 - Introducing inclusive leadership training and shared senior leadership accountability for achieving gender targets.
- Embedded the new Viva Ways of Working via three dedicated work streams; Viva Flex, Viva Connect and Viva Tech
- Launched organisation-wide family and domestic violence leave, and training for contact officers to respond to potential cases reported
- Developed a Smart with Heart leadership framework to unlock potential and build capabilities of our people
- Continued building a diverse and inclusive culture with established Pride, Cultural Diversity and Reconciliation Action Plan committees
- Proudly hold the citation for WGEA Employer of Choice for Gender Equality
- Winner of AFR BOSS Best Places to Work in the Agriculture, Mining and Utilities industry.

2022 Priorities

- Refreshing our Employee Value Proposition as part of The Viva Way
- Implementing 'Leading the Viva Way' and 'Smart with Heart' frameworks through people practices, processes and programs
- Embedding Viva Ways of Working with a focus on flexible choices for frontline workers
- Lifting representation of females with a focus on operational roles
- Broadening our diversity lens, building an inclusive workplace and sustaining the momentum of the 2021 launch of our Pride and Cultural Diversity committees.



Case Study: AFR Best Place to Work

In 2021, our innovative practices to drive flexibility, wellbeing and equality were recognised in the AFR Boss Best Places to Work Awards, for which we won the Agriculture, Mining and Utilities category.

We are proud to be recognised for:

- Our Viva Ways of Working, which provide choice in how we work so we can maintain productivity, connection, and wellbeing – and deliver the best outcomes for Viva Energy
- Our focus on inclusion and inclusive leadership to build a culture where everyone feels confident to contribute their perspectives and be proud of their individuality
- Our leading approach to reducing the gap in retirement savings between males and females; we were the first company in Australia to introduce full-time equivalent superannuation payments for employees on parental leave and parents working part-time until their child turns five years old.

We continue to benchmark and enhance our people policies to ensure leading practice.

Employee engagement

We regularly seek feedback to drive a culture where people can be their best. Through structured surveys and informal engagement, employees are encouraged to provide their insights at all levels of the organisation and provide honest feedback on performance.

Using Culture Amp, 81% of our people participated in an engagement survey in late 2021. Our overall engagement score of 69% was similar to the previous year's score of 70%, which itself was improvement on our results prior to 2020. Like the previous year, the survey showed us that the highest scoring areas are Safety (91%), Inclusion & Diversity (81%) and Values (78%).

Constructive relations with our team members and unions

Our people have the right to freedom of association and collective bargaining. Our business maintains strong, healthy employee relations through strategies that provide operational flexibility, promote high productivity, and focus on employee engagement. Enterprise Agreements cover 32% of our employees.

We maintain good working relationships with our team members and union representatives. We are committed to good faith bargaining and productive, respectful workplace relations.

Terms and conditions of employment are regularly benchmarked against relevant industry and competitors, and national and state economic analysis informs the Company's negotiating strategy on wage increases, and key productivity and enhanced flexibility improvements.

Viva Ways of Working

Our Viva Way describes how we work together in terms of our values and behaviours and is reinforced through our Viva Ways of Working (WoW).

The underlying principle of Viva WoW is that we trust our people and empower them to choose the way they want to work. Viva WoW accelerates changes and improvements we have made to our ways of working during the pandemic via three dedicated work streams: Viva Flex, Viva Connect and Viva Tech.

Viva Flex – providing even more flexibility in the way we work

We have enhanced flexibility provisions for all team members by discussing individual, team, stakeholder and customer needs and agreeing on a flexible model of working that is modelled by our leaders. In 2022 we will work on how we can progress flexibility for frontline workers.

Viva Connect – supporting inclusive and purposeful communication

Virtual town halls held monthly keep our team updated and provide a forum to ask live questions of leaders.

Our ongoing People Connect sessions provide team members with support on health, wellness and leadership – and opportunities to interact with colleagues, leaders and external experts.

In 2021 we launched Workplace by Facebook to power our internal communications and support employee connectivity.

Viva Tech – enabling new ways of working through technology

Viva Tech is about enabling flexibility through technology and ensuring everyone has the technology and equipment to do their job. Team members are supported to leverage our leading-edge technology via webinar training sessions and a curated resources hub of videos and guides.

2021 employee engagement results



77%

of participating employees feel they have the flexibility they need to manage work and other commitments.



78%

of participating employees understand they can arrange time out of work when they need to.



73%

of participating employees genuinely feel supported when making flexible working arrangements.



Case study: Part-time arrangements providing work-life balance at Sydney into-plane operations

Adam McLennan and Ross Parkin are refuellers at Sydney Airport. They both enjoy the challenge of their busy role, working shifts across seven days to keep planes refuelled, and enjoy the option of balancing a part-time role. Part-time hours mean Adam can spend time caring for his four-year-old daughter. "I can enjoy time with Daisy before she starts going to school and I can also pick up extra shifts if needed," he said.

For Ross it means more time to support his family as his partner also works in shifts. "It allows me to help out more at home and support my partner's career too," he said. "I'm grateful for the flexibility."

Anita Kiproviski works three days a week from 7am until 3pm supporting the team with administration. This allows flexibility to manage care for her three and five-year-old children. "I went part-time after having my first child to enable me to balance my family commitments," she said. "I feel very lucky to be supported to do that".



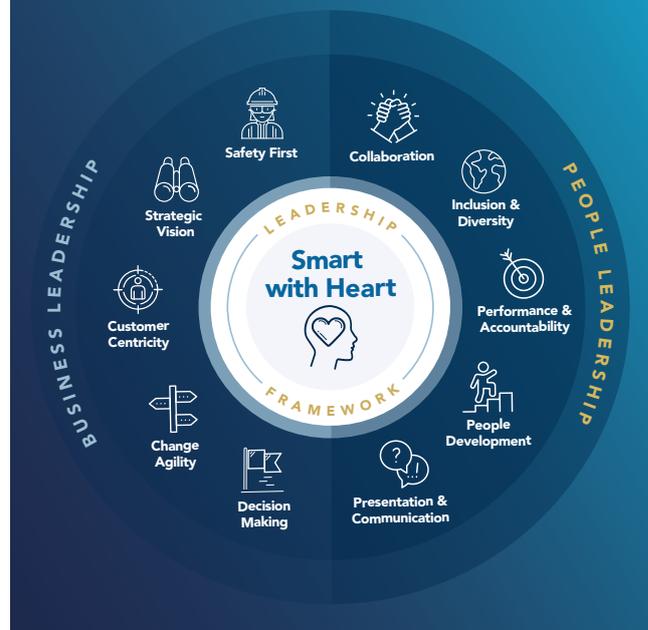
Developing our people

Our success in delivering on strategic goals depends on our people having the necessary skills, experiences, capabilities and opportunities. We support development to ensure we have the right people in the right roles with the right skills.

In 2021 we invested more than 47,000 training hours across our corporate and operational teams. Of this total, 32,699 hours were attributed to operations, where 1,953 employees and contractors completed an average of 16.7 training hours during the year.

Overall, employees completed 15,239 hours of training related to annual compliance activities and our changed working arrangements – including an emphasis on cyber security threats, and on the impact of working conditions on psychological safety and wellbeing. As a minimum, training is delivered across our Code of Conduct, Privacy, Anti-Bullying & Harassment, Cyber Security, and operational safe working training requirements.

You know a Viva Leader when you meet them...



Smart with Heart Framework

The Smart with Heart Framework defines the competencies that will enable success for people leaders and self-leaders.

This framework was built by our people, for our people. Using focus groups, in-depth interviews and leading external research, we listened to our people on what enables us to be effective and succeed.

Together we identified the five Business Leadership and five People Leadership competencies that make up Smart with Heart.

The contemporary development methodology underpins our approach to People and Culture, including development, recruitment and talent.

Our people leaders dedicate time to having Smart with Heart development conversations, which focus on:

- Building on strengths
- Remediating possible 'de-railers'
- Progressing aspirations.

It also underpins coaching and development conversations, leadership programs and interventions. Taking this holistic approach enables us to unlock potential and build the capabilities we need in our people to succeed.

2022 Graduate Program

In 2021 we launched our Viva Energy Graduate Program campaign: Your Future is Our Energy. We received over 1,000 applications and appointed nine graduates – six female and three males.

Inclusion and diversity

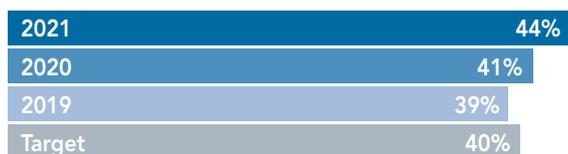
Our approach to diversity and inclusion builds pride and engagement within our Company. By actively including a diverse range of ideas and perspectives, we can better connect with customers and with each other. An emphasis on inclusion and inclusive leadership contributes to a culture where everyone is confident to contribute and is proud of their individuality.

Three executive-sponsored groups are dedicated to supporting our team members to feel safe, supported, empowered and proud to bring their authentic self to work:

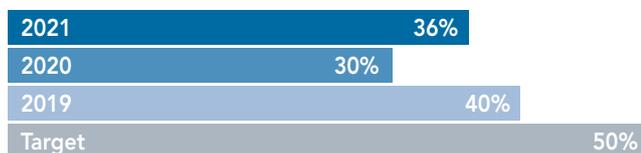
- Pride Committee
- Cultural Diversity Collective
- Reconciliation Action Plan Committee.

Our Face of Viva Survey helps us better understand and celebrate the diversity of the people who work for Viva Energy.

Female representation in the Senior Leadership Group



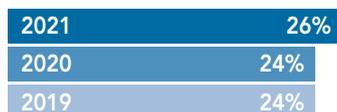
Female new hires



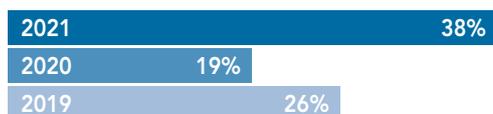
Female representation on the Board



Overall female representation



Female promotions



Gender diversity

Viva Energy is committed to improving the representation and equal pay of women in all roles and levels in our business. We track and report against diversity targets, and report annually to the Workplace Gender Equality Agency (WGEA). For 2020-21 we reported our workforce gender profile as of 31 March 2021, with our report lodged to WGEA on 11 August 2021. In addition to the compliance reporting, we are also proud to be recognised again as a WGEA Employer of Choice.

One of the key metrics that we track to assess our progress in gender diversity is our gender pay gap. The gender pay gap includes the total remuneration pay gap (expressed as a percentage) between women and men in the workforce. We internally calculated the Group-level gender pay gap of 3.6% for 2020-21 which was also reported to our Board.

In August 2021 we joined 40:40 Vision with other ASX 200 companies to commit to achieving gender balance in our Executive Team by 2030. Gender balance is defined as having at least 40% male and 40% female representation. We have revised our target for female representation in the Senior Leadership Group from 50% to at least 40%. As of the end of 2021, we had 44% female representation in our Senior Leadership Group.



Our commitment to gender equality has again been nationally recognised, with Viva Energy cited by the Workplace Gender Equality Agency (WGEA) as a 2020-21 Employer of Choice for Gender Equality.

Addressing everyday sexism

At Viva Energy, we are committed to creating a safe and inclusive culture where everyone is treated with respect. Sexual harassment or other forms of harassment are not tolerated under our Business Principles and Code of Conduct.

As part of our approach to better understand the level of psychological safety among our team members, our CEO Scott Wyatt championed a series of listening sessions. Driven by his Senior Leadership Team, the sessions covered everyday sexism, the treatment of women and workplace culture. These leader-led sessions provided an opportunity for feedback from team members, and a forum to reinforce supports available to manage inappropriate behaviour.

We have implemented a Say it Again campaign in various workgroups of our organisation to help team members call out inappropriate comments in the moment – as a trigger for reflection and conversation on why a comment may be considered inappropriate or offensive.

Case study: Women in Industry award finalists

The Women in Industry awards celebrate women working across the mining, engineering, manufacturing and commercial road transport industries, and recognise career excellence and achievements.

We were thrilled to announce that two women from our Geelong Refinery were shortlisted as finalists in 2021.

Ashleigh Fulcher, Reliability Manager, was recognised under the Excellence in Engineering category for her outstanding personal contribution to manufacturing and the wider manufacturing community.

Kirstie Looke, Crude Scheduler, was recognised under the Rising Star category for showing significant promise within her chosen industry and exceeding expectations at the start of her career.



Ashleigh Fulcher



Kirstie Looke

Parental Leave Policy

Our employees come from diverse backgrounds with different family situations and caring responsibilities. We continue to grow and improve the suite of resources and support offered to people who are planning parenthood, starting parental leave or returning to work.

In 2021 we partnered with Parents at Work to support parents and carers. Their Work and Family Hub includes curated courses and resources for support across all ages and stages of life.

Our paid Keeping in Touch program ensures employees on extended parental leave can maintain their connection with the business. We also support our employees with special compassionate leave in the event of early miscarriage or unsuccessful IVF attempts. We provide paid primary and secondary parental leave on top of any government-funded leave.

Viva Energy makes 12% (full-time) superannuation payments for employees on parental leave or working part-time for up to five years from the child's birth. This initiative has been widely supported by our employees and sparked similar commitments from other businesses since implementation in 2017.





Our community

We are committed to building strong relationships and making a positive difference in local communities that are associated with our national operating footprint. This is important for employee attraction and engagement as well as maintaining our social licence to operate with the community and external stakeholders more generally.

2021 Performance and progress

96%

of our inaugural RAP deliverables have been achieved

\$3.5M

spend with First Nations businesses and organisations

\$776,000

invested into community partnerships

80%

of our people have completed cultural awareness training

- Refreshed our Community Program including adding new partnerships in 2021 and for 2022
- Completed our inaugural Reconciliation Action Plan (RAP)
- National Reconciliation Week and National Aboriginal and Islander Day Observance Committee (NAIDOC) events conducted including virtual options
- Community consultations undertaken for the proposed Gas Terminal Project to ensure community understanding and support for the project and to comply with the Environmental Effects Statement (EES) process.

2022 Priorities

- Finalise and launch our new community partnerships
- Launch and implement our second Reconciliation Action Plan 2022-2024
- Increase engagement with the Geelong community by expanding local sporting club grants and reintroducing awards to recognise local heroes
- Promote employee Good Deed opportunities with our partners, fundraising and volunteering
- Increase engagement with Traditional owners and support for First Nations businesses.

Local community engagement

We recognise our operations provide benefits to the local economy but have the potential to impact local communities. Regular engagement with our community and stakeholders is essential to maintaining our social licence to operate and securing buy-in to deliver new projects.

We maintain active and regular community engagements for our larger facilities and for any new major projects or developments. Specific community engagement activities are undertaken for the Geelong Refinery and our terminals at Newport, Clyde and Parramatta, Gore Bay and Pinkenba.

For more information see vivaenergy.com.au/sustainability/community

Our Geelong community

The Geelong Refinery is our largest operational site, employing more than 700 people and supplying half of Victoria's fuel needs. Our operations have been part of the Geelong community since 1954 and inject more than \$230M annually into the local economy.

Local community partnerships include:

- Northern Futures
- Sponsorship of the Geelong Football Club's inaugural AFLW (women's) team and their Next Generation Academy
- Social enterprise Gen U, which provides cafeteria and gardening services.

Sport plays a significant role in the Geelong region. Despite COVID-19 impacting junior sport, we continued to support 10 local clubs. which rely on corporate contributions.

In 2021 we progressed our vision to develop the Geelong Energy Hub at our refinery site with continued community and stakeholder engagement and consultation.

For more information refer to vivaenergy.com.au/energy-hub



Community complaints

Viva Energy has a procedure for third party complaint investigation, response and reporting. The Complaint Management System includes:

- Reporting relevant complaints to regulators in keeping with licence requirements
- Keeping a record of all complaints.

Our community stakeholders are kept informed about grievance mechanisms through ongoing engagement including meetings, newsletters and website updates. They can also access grievance mechanisms through a 24-hour telephone line.

Viva Energy reviews all complaints or grievances to ensure they are understood and remedied where possible. In 2021 the majority of community complaints received related to noise, odour, nuisance or air quality concerns. We recorded and investigated all complaints and made necessary assessments and regulatory reports where required.

Community program

Our community program goal is to be valued by our people, local communities and customers for our genuine efforts towards positive social impact. We are committed to giving back to our local communities to help them reach their destination.

Our partnerships with organisations such as the Cathy Freeman Foundation (CFF) and the National Aboriginal Sporting Chance Academy (NASCA) officially concluded at the end of 2021, which provided an opportunity to review the program and partnerships we support.

Our partnership with the Koorie Heritage Trust (KHT) will continue to support their important work to promote and preserve traditional language and culture in Victoria, and support us to build our cultural awareness and connection in Victoria.

We have also developed a partnership with Racing Together to promote First Nations youth participation in motorsports and STEM careers.

Our programs have helped us deliver on our RAP commitments. While opportunities for engagement with our program partners were impacted due to COVID-19, we adapted our engagement approach to deliver virtual NAIDOC and Reconciliation Week activities.

Employee participation

Our employees have continued to do Good Deeds in 2021 – supported by two days of annual community engagement leave. The impacts of COVID-19 reduced opportunities for participation in volunteering and fundraising activities, with 220 Good Deeds completed in 2021, compared to 576 in 2020 and over 1,000 in 2019.

We have reimaged our Good Deeds program to encourage more uptake of community engagement leave in 2022. We support our employees with donations and team fundraising through our Double My Donation and Team Fundraising programs – where Viva Energy matches funds raised for approved organisations.

To enable participation and engagement with key First Nations celebrations, we adapted our approach to deliver virtual activities for our people for NAIDOC and Reconciliation Weeks.

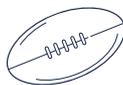
Community highlights for 2021



220 Good Deeds completed by our employees.



Our employees raised \$291,055 through Double My Donation and Team Fundraising (includes Viva Energy matching).

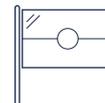


In our third year of being a Premier Partner of the Geelong Football Club's AFLW team, we continued to be the major sponsor of Welcome to Geelong Day.

The AFLW players and Viva Energy introduced over 130 refugees and immigrants to Aussie Rules at the footy fair.



95 young people supported by Viva Energy via our partners programs.



We have delivered strongly on our inaugural Reconciliation Action Plan (RAP) with 96% of actions achieved.

Our people

We create simple and inspiring ways for our employees to contribute to positive social impact.

Double My Donation to community partners

204 employees have donated \$160,412 including Viva Energy matching.

Employee led program

30 Community Ambassadors across the organisation help to deliver our community program and offer participation opportunities for employees.

Team fundraising

\$130,643 raised for 11 charities through team fundraising activities, including Viva Energy's matching.

Improving cultural awareness

Of the 280 employees who participated in National Reconciliation Week (NRW) events, 217 participated in a series of virtual activities that included a NRW People Connect session and KHT virtual cultural tours.

All activities were aimed not only at celebrating NRW, but also to deepen our cultural awareness and competency. Over 80% of employees and contractors have completed On-Line Cultural Awareness Training launched in 2020.

Our communities

We support local projects that foster positive role models to address significant community challenges.

Investing in the community

We contributed \$776,620 to our partnerships and sponsorships.

Cathy Freeman Foundation (CFF)

We supported 28 young First Nations people to attend 'in community' Horizons camps designed to increase confidence and goal-setting skills. COVID-19 has seen five camps rescheduled to 2022.

National Aboriginal Sporting Chance Academy (NASCA)

NASCA delivered 276 hours of activities, supporting 43 students in western Sydney with the support of Viva Energy's partnership.

Racing Together

In July 2021 we entered a three-and-a-half-year partnership with Racing Together, a forward-thinking program to help First Nations youth become involved in motorsport.

Over 130 participants will receive two days of intensive training in advanced driving, motorsport, racing, wellbeing, self-esteem and STEM subjects. Each year, 10 participants will be selected to form a racing team.

In the first six months of the partnership 10 students have benefited from the program.

Koorie Heritage Trust (KHT)

Viva Energy's funding supported the recording of a further five new, 74 digitisations and 95 entries to KHT collection management software of oral histories, the delivery of virtual school holiday programs and annual events including the Koorie Art Show and Koorie Krismas.

Northern Futures

We continue to engage with Northern Futures to assist in removing barriers to disadvantaged students completing study or gaining employment. This year the program supported 14 students.

Community support and Indigenous grants

Grants to the total value of \$69,420 with two Indigenous programs – Shooting Stars and Indigenous Literacy Foundation – each receiving a \$20,000 grant and six local community organisations received a share of \$29,420.

Our business

We use our business capabilities to help create long-term positive change.

Low Aromatic Fuel (LAF)

With the renewal of our contract to manufacture and supply LAF into northern Australia until at least 2023, we continue our commitment to helping reduce petrol sniffing in regional and remote communities.

Member of Supply Nation

Our membership provides options to support First Nations businesses with more than \$3.5M spent on First Nations peoples owned and led organisations.

First Nations peoples employment

First Nations people's employment has remained steady. We encourage and influence our major contractors to prepare and implement First Nations participation plans.

Customers

Working with our customers to support local communities where we both operate.

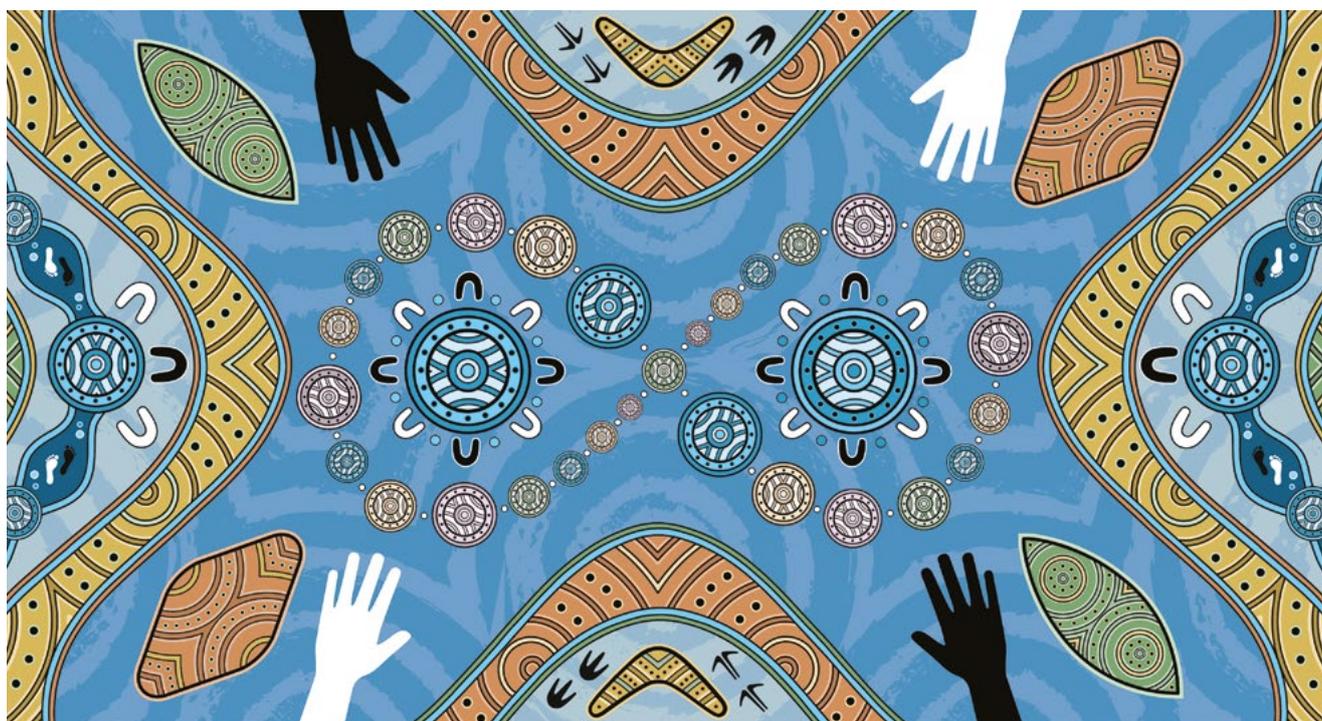
Healthy Heads in Trucks & Shed (HHTS)

The three-year sponsorship will assist the Foundation to deliver its National Mental Health and Wellbeing Roadmap.

Support for Geelong and grass roots sports

We are a Premier Partner of the Geelong Cats AFLW side and NextGen Academy, and sponsor 10 local Geelong sports clubs.





Reconciliation Action Plan (RAP) update

Our inaugural RAP (2019-2021) saw us achieve 96% of our commitments. The key deliverables achieved through our RAP included:

- Supporting our major First Nations partners with provision of \$3M over three years to the Cathy Freeman Foundation (CFF), National Aboriginal Sporting Chance Academy (NASCA), Koorie Heritage Trust (KHT), and Council for Aboriginal Alcohol Program Services (CAAPS). Through these partnerships we supported over 360 individual young people and delivered classroom sessions to over 9,450 students
- Re-securing the Low Aromatic Fuel (LAF) supply contract for northern Australia until at least 2023 – continuing to reduce petrol sniffing in remote and regional communities
- Developing strategies for First Nations cultural awareness training and First Nations employment and retention
- Launching online First Nations Cultural Awareness Training and increasing employee participation in the training
- Celebrating NAIDOC and National Reconciliation Week, including pivoting to virtual activities in 2020 and 2021
- Updating our procurement guidance to actively consider First Nations businesses for goods and services being procured by the Company
- Partnering with CareerTrackers to host an annual intake of First Nations interns – providing five internship placements in 2019, four in 2020 and one in 2021
- Commencing a new partnership with Racing Together to encourage First Nations youth participation in STEM and motorsports.

While Viva Energy is pleased with the achievements in our first RAP, we recognise there is more to do.

We have learnt from the challenges of our reconciliation journey, including the impact of COVID-19, which restricted our face-to-face engagements with First Nations people and corporations. We will continue to build on our achievements in our 2022-2024 RAP, which is due for release in April 2022. Our second RAP will set additional targets that will stretch us and aim to make positive impacts in the communities where we operate, with focus on:

- Building longstanding relationships with Traditional Owners to deliver sustainable benefits where our major sites are located
- Widening the diversity of First Nations suppliers and building stronger relationships
- Maintaining our focus on increasing First Nations employment and retention.



Viva Energy is a member of Supply Nation, an Australian leader in supplier diversity and connecting organisations with First Nation businesses. Supply Nation supports us to connect with and increase our procurement spend with First Nations businesses.

Case study: First Nations procurement – Nakula Marine Services

In 2018, Viva Energy awarded a fuel bunkering contract to Nakula Marine Services. Bunkering is where marine fuel oil (MFO) is delivered through pipeline via a bunker truck onto a marine vessel and is a relatively complex activity. The company also provides a range of vessel shipping agency services at the Port of Broome in the Kimberley region. Since being awarded the contract Nakula Marine Services has transferred over 100 million litres of fuel.

Nakula Marine Services is a Broome-based, family-run business that incorporated in 2014. The business is 100% First Nations people owned and operated with three of its five employees being First Nations people. The word Nakula is derived from the Yawuru language and means water or ocean.

Scott Manning and Jade Robinson, owners of Nakula Marine Services, both worked at Viva Energy's Broome terminal where they met and decided to form the company. Jade is the Managing Director and is a proud Yawuru woman from the Walman Jano clan on her mother's side. Jade has worked in the Kimberley region for approximately 20 years. She has worked in shipping and the oil and gas industry for the last seven years with a focus on vessel operations, and has extensive knowledge of Broome Port.

Nakula Marine Services aims to employ local First Nations peoples wherever possible and enhance the prospects of First Nations peoples through sustainable work opportunities and are looking to take on First Nations trainees once they have the capability to do so.



Low Aromatic Fuel

In partnership with the Federal Government National Indigenous Australians Agency, Viva Energy supplies around 35 million litres of Low Aromatic Fuel (LAF) to northern Australia each year.

LAF is a specially designed 91 octane unleaded petrol that complies with the Australian Fuel Quality Standards Act and can be used in all petrol engines that use regular 91 octane fuel.

LAF is manufactured at the Geelong Refinery and our supply footprint covers NT, QLD and WA from our Darwin, Weipa, and Townsville terminals. The supply of LAF has helped reduce petrol sniffing in regional and remote areas.

91 Low Aromatic
supply zone



LOW AROMATIC
UNLEADED

Case study: Racing Together

Viva Energy has entered into a new community partnership with Racing Together, a forward-thinking program to help First Nations youth become involved in motorsport.

Over the three-year partnership, 130 participants will receive two days of intensive training in advanced driving, motorsport and racing – as well as wellbeing, self-esteem and STEM subjects. Each year, 10 participants will be selected to form a racing team.

Currently there are no high-profile First Nations figures in Australian motorsport, despite the \$2.9 billion industry generating an estimated 30,000 jobs. The goal of the Racing Together program is to have 30 First Nations Australians participating and working in the sector within five years and 1,000 within 15 years.

Vince Neville, Viva Energy's General Manager of Distribution, said he is delighted the Company is able to support the program.

"The partnership between Racing Together and Viva Energy ties in closely with our vision for reconciliation as a nation where First Nations people have equal and equitable opportunities to reach their destination," Mr Neville said.

The program operates with the support of Queensland Government's Department of Employment, Small Business and Training.



Ethical conduct and transparency

Viva Energy observes the highest standard of corporate practice. Our Board and management team are committed to protecting shareholder value by upholding a Code of Conduct that is ethical, responsible, and respectful of customers, communities, our people and stakeholders.

2021 Performance and progress

\$5.87B

Total tax contribution

Zero

Notifiable cyber security data breaches

Supplier Code of Conduct

introduced

185

employees completed modern slavery training

- Targeted modern slavery due diligence – survey issued to and responses received from 101 suppliers based on their spend and inherent risk
- Embedded modern slavery clauses into our standard terms and conditions for new procurement contracts
- Introduced a Supplier Code of Conduct
- Deep dive research into vetting shipping vessels to mitigate modern slavery risks
- No notifiable cyber security data breaches.

2022 Priorities

- Embedding our Supplier Code of Conduct and furthering our interaction with key suppliers through survey to identify opportunities for sustainability collaboration and performance improvement across our supply chain
- Exploring opportunities to collaborate with higher-risk suppliers to reduce their modern slavery risk profile.

Our approach to strong corporate governance

Viva Energy has long-standing Business Principles reflecting our core values and guiding our conduct and operations. Our Code of Conduct outlines how we expect our people (including Directors and senior executives) to behave and conduct themselves in the workplace. All employees are required to annually review and confirm their understanding of the Business Principles and Code of Conduct.

Our Code of Conduct is supported by the following policies:

- Anti-Bribery and Corruption Policy
- Whistleblower Policy
- Securities Trading Policy
- Inclusion and Diversity Policy
- Disclosure Policy
- Shareholder Communications Policy
- Human Rights Policy
- Supplier Code of Conduct.

Our employees receive awareness training on these policies where it is appropriate for their role.

For more information on our corporate governance and policies visit vivaenergy.com.au/our-company/corporate-governance

Reporting misconduct

Viva Energy maintains a Whistleblower Service and Policy. The policy details the rights of eligible persons to report – on a confidential and anonymous basis – suspected illegal, fraudulent, unethical or socially irresponsible conduct by Viva Energy or any of our officers, employees or contractors. This includes breaches of the Viva Energy Code of Conduct or other Viva Energy policies.

We take allegations of improper conduct seriously. Concerns or reports of improper conduct can be disclosed to our independent whistleblower reporting service (Stopline) or to a Viva Energy protected disclosure officer.

All disclosures are investigated in a timely, thorough and confidential manner. We apply the principles of natural justice, procedural fairness and best practice investigative techniques. Eligible persons receive protection from detrimental action and retain anonymity – unless the individual consents to being identified or another exception applies. In 2021, we received one disclosure via Stopline, and this was investigated and closed in July 2021.

Our Audit and Risk Committee (ARC) receives regular reports of anonymised whistleblower disclosures and material breaches of our Code of Conduct and other Viva Energy policies. Reports include:

- A summary of the disclosure and the associated investigation
- Identification of any patterns of conduct
- Recommendations.

Serious or material disclosures are considered for immediate referral to the Chair of the ARC and Board. The Board is informed of any material breaches of the Code of Conduct by a Director or senior executive, and any other material breaches of the Code of Conduct that call into question the culture of the Company.

In 2021, approximately 70% of material breaches of our Code of Conduct and other Viva Energy policies reported to the ARC related to Life Saving Rule breaches (see page 39). Approximately 30% related to Code of Conduct breaches for inappropriate workplace behaviour. Appropriate action was taken to address the breaches, including formal warnings and termination of employment where warranted. There were no reported cases of policy violations relating to bribery or corruption during 2021.

Modern slavery

In 2021 we conducted further assessments aimed at increasing the visibility, awareness and understanding of modern slavery risks across our supply chains. This included a targeted analysis of 101 key suppliers based on spend and inherent risk. This was aimed at understanding the risks both within the operations of the supplier itself and further up the supply chain, i.e., beyond our Tier 1 suppliers.

We identified shipping as the area that presents the greatest risk of modern slavery in our procurement activities. This risk was further identified as potentially heightened by the COVID-19 pandemic. As a result, we undertook an assessment of the potential modern slavery risks associated with the shipping vessels used to import crude oil and finished products. This work enabled us to assess risk while also presenting an opportunity for Viva Energy to drive positive change given our involvement with the shipping industry and established relationships with key shipping service providers.

During 2021 our assessments did not identify any actual instances or allegations of modern slavery within the direct operations of Viva Energy, and we did not become aware of any modern slavery allegations against any of our suppliers.

Supporting our commitments, in 2021 we embedded modern slavery clauses into the standard terms of conditions for our new procurement contracts, supported by the introduction of a Supplier Code of Conduct. For all employees with responsibility for people, procurement and supply chain account management we rolled out modern slavery training, with 189 employees completing this training in 2021.

To view our *Modern Slavery Statement 2021* visit vivaenergy.com.au/investor-centre/company-reports

Procurement approach

Our Procurement Policy sets out how employees, contractors and agents engage in any form of procurement activity on behalf of Viva Energy. All decisions related to purchasing activity are based on our guiding principles.

One of those guiding principles requires that all Viva Energy dealings must be fair, transparent and ethical. Our suppliers must also adhere to high ethical standards and fairness in their own business. We actively seek suppliers that align with our sustainability objectives, including that they:

- Do not promote discrimination on any grounds, or occurrences of modern slavery
- Do promote fair living wages, freedom of association, equitable working conditions, employee health and safety, and working within the relevant laws of their country
- Support our gender diversity policy and Reconciliation Action Plan (RAP) objectives.

We have also amended our guiding principles to:

- Actively consider Indigenous or Torres Strait Island owned or operated businesses where their offering meets our needs and is cost competitive
- Engage suppliers who demonstrate a commitment to gender equity.

Supplier Code of Conduct

Viva Energy seeks to engage with contractors, suppliers and service providers who share similar values. In 2021 we introduced a Supplier Code of Conduct. The code supports our sustainability focus areas and sets out our expectations and responsibilities for our existing and future partnerships.

We communicated the new code to our key suppliers as part of our modern slavery survey in 2021. More surveys are planned for 2022 to identify opportunities for sustainability collaboration and improvement across our supply chain.

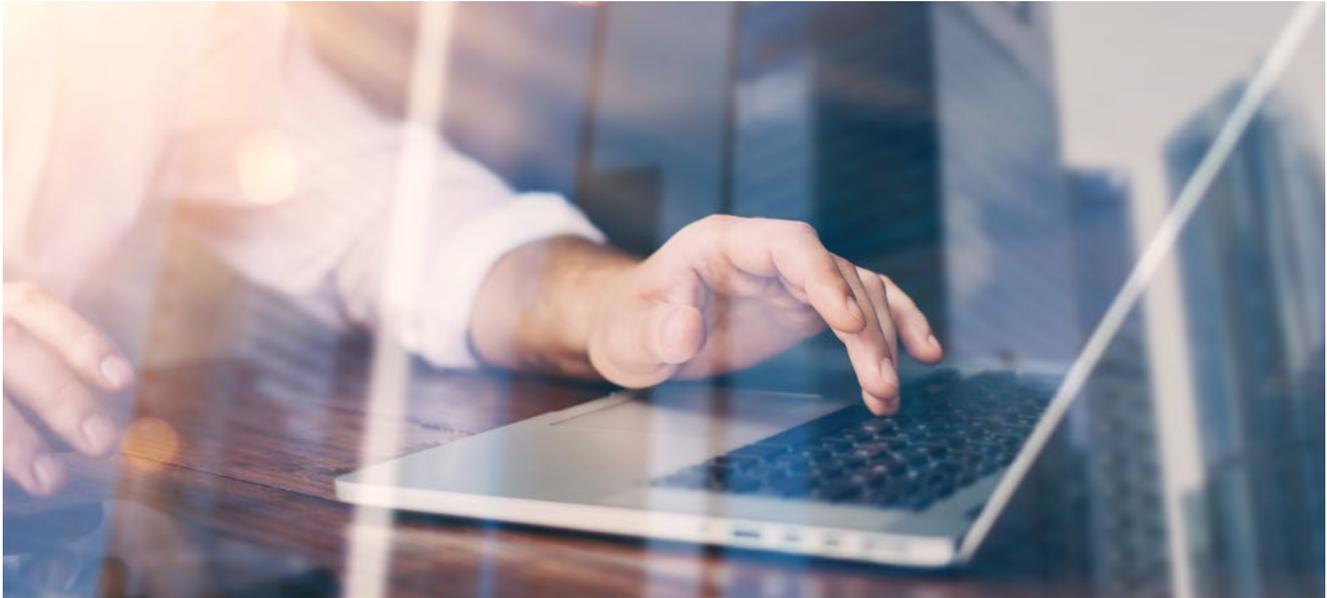
Supporting small business

We support small business through our procurement guidelines and standard 30-day payment terms. In 2021, a high percentage (42%) of invoices were paid within 20 days, which is well within our standard payment terms. Our payment terms and performance are reported at register.paymenttimes.gov.au.

Standard payment terms and performance¹

Value of invoices paid in	%
< 21 days	42
21 – 30 days	28
31 – 60 days	30
61 – 90 days	0
91 – 120 days	0
>120 days	0

1. This data is for half year ended 31 December 2021 and represents the consolidated outcome for all Viva Energy Group reporting entities.



Tax transparency

We are committed to delivering transparency and providing communities and stakeholders with a clear understanding of the tax contributions we make and collect for the Australian economy.

In 2016, Viva Energy adopted the Voluntary Tax Transparency Code, under which we make public disclosures each year of our tax position, in addition to the requirements under our financial statements. Our total Australian tax contribution by way of taxes, duties and excise during the 2021 year was over \$5.8 billion. Over the last three years that contribution has been approximately \$16.5 billion.

To view our *Taxes Paid Report 2021* visit vivaenergy.com.au/investor-centre/company-reports

Total tax contribution \$M	2019	2020	2021
Income tax	26.2	-	30.9
Fuel excise	4,296.9	4,102.2	4,631.0
Customs duty	14.2	19.8	10.3
Payroll tax	9.0	10.4	9.4
Fringe benefits tax	0.8	0.8	0.7
Land tax	14.2	22.9	25.7
Government imposts collected by the business on behalf of others:			
GST	1,090.8	852.0	1,100.8
PAYG withholding	67.3	60.3	65.1
Total tax contribution	5,519.4	5,068.4	5,873.9

Cyber security

In 2021 the public profile and importance of cyber security continued to increase. The Federal Government has taken a more prominent role in the oversight of critical infrastructure assets and systems considered to be of National Significance. The critical infrastructure reform means cyber security changes will add to the current state regulatory framework. We continue to engage with the relevant state and federal agencies to meet these requirements.

The use of information systems and operational technology is important to Viva Energy's ability to efficiently produce and distribute products to our customers. We must also protect sensitive business and personal data – we recognise our responsibility in the supply chain and work closely with our partners, critical asset owners and customers to maintain confidentiality, integrity and awareness. Viva Energy is focused on ensuring that effective cyber security measures are implemented and followed to minimise disruption and maintain customer trust.

Our Information Security Management System is aligned with global best practices and ensures a continual cycle of review and improvement of cyber security risks and controls. Viva Energy's Audit and Risk Committee has oversight with cyber security a standing agenda item.

Improvements in 2021 focused on increasing visibility of threat activity, risk management, resilience and improving users' ability to identify and handle cyber threats. No notifiable data breaches occurred during 2021.

Economic contribution

We support the Australian economy through the national scope of our operations, the products we supply, the employment we generate directly and indirectly, our support for local suppliers, investor returns and the taxes we collect and pay.

Our vision is to become a diversified energy supplier that:

- Meets the country's energy security needs through local manufacturing
- Supports existing jobs and generates new ones
- Supports economic development in the region
- Actively participates in the low-carbon energy transition.

2021 Performance and progress

- Long-term Fuel Security Package (FSP) in place with the Federal Government to support Australia's energy security and enhance the long-term viability of the domestic refining sector
- Maintained safe and reliable fuel supply during COVID-19
- Progressed the design, feasibility and environmental impact assessments for our proposed Gas Terminal at Geelong
- Employed over 1,447 people with 43% of our workforce located in regional areas.

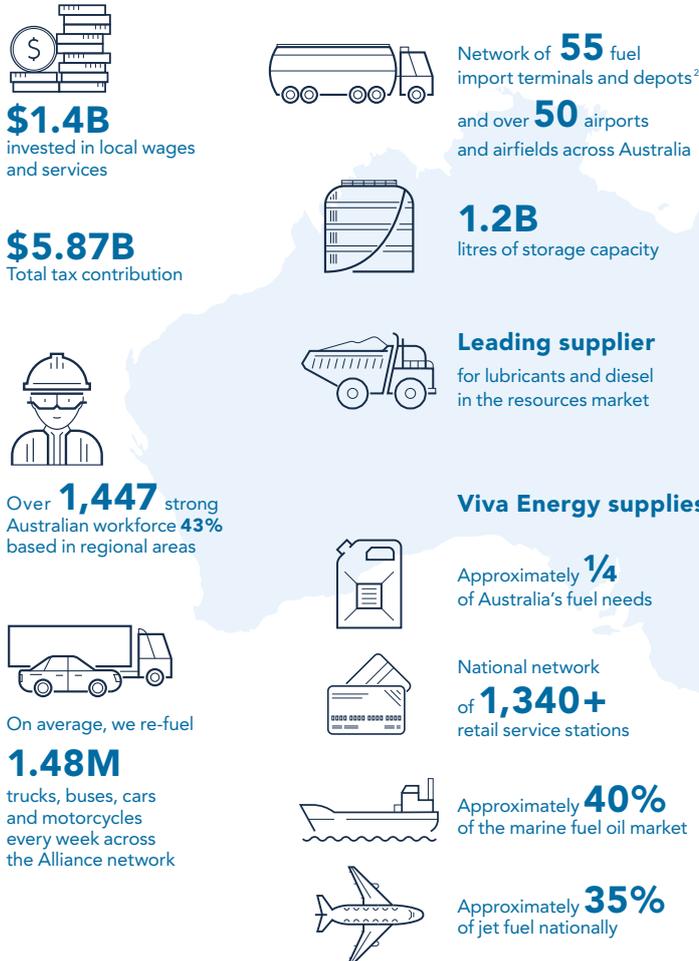
2022 Priorities

- Continue to provide skilled manufacturing jobs at Geelong Refinery and pursue opportunities to develop new roles to support the Energy Hub initiatives, and development of new energies
- Readiness for commencement of Mandatory Stockholding Obligations (MSO) by mid-2022
- Commence construction of new diesel storage as part of the 'Boosting Australia's Diesel Storage' Program
- Progress the Gas Terminal Project through approvals processes and investment decision, with potential to meet forecast gas shortfall in south-eastern Australia
- Use of local materials in new major projects
- Consider the use of First Nations owned and operated suppliers.

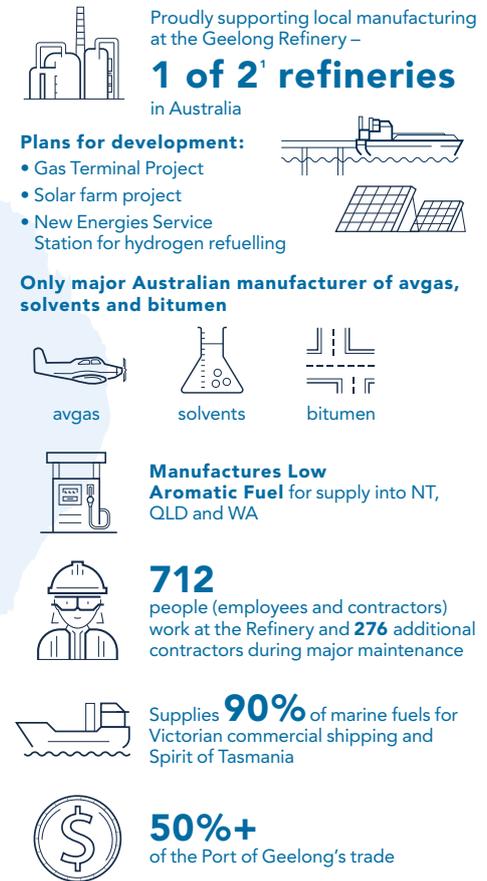


Sustainability report continued

Supporting Australia's economy



Geelong Energy Hub



1. BP Kwinana ceased refining operations in February 2021 and ExxonMobil Altona ceased refining operations in September 2021.
2. Includes 24 fuel import terminals and network of 31 active depots (including 26 Liberty Oil Australia depots).

Supporting Australia's economy and fuel security

By the end of 2021 the Geelong Refinery was one of only two refineries remaining in Australia. It supplies over 10% of Australia's fuel and approximately 50% of Victoria's fuel.

Employing over 700 people and injecting almost \$230M into the local economy, the Geelong Refinery is a vital part of Australia's energy landscape. Our critical investments aim to ensure our refinery continues to provide energy security and be an important part of local manufacturing for years to come, including:

- Major maintenance, reliability and safety improvements
- Increased diesel storage capacity along with the Federal Government's Fuel Security Package
- Diversification of energy products through Geelong Energy Hub projects to support the low-carbon energy transition.

With the significant footprint of our operations and infrastructure, we are a key contributor to Australia's energy security, particularly for liquid fuels. This security underpins the Australian economy and Viva Energy remains committed to safe and reliable supply.

We also have ambitions to play a role in natural gas supply security for south-eastern Australia through our proposed Gas Terminal at Geelong, in response to a projected gas supply shortfall. In 2021 we progressed the design, feasibility and environmental impact assessments associated with the project. In 2022, the project is scheduled to progress through the relevant regulatory approval processes and, pending the outcome of these, Final Investment Decision.

The Gas Terminal is proposed to be operational in 2024, and on commissioning would be connected to the largest gas market in Australia, able to bring gas from other parts of Australia and overseas to fill the projected shortfall. As gas demand reduces through the low-carbon energy transition in the coming decades, the floating regasification vessel associated with the project can be easily removed.

For more information on the proposed Gas Terminal Project, visit vivaenergy.com.au/energy-hub/gas-terminal-project

Fuel Security Package

In 2021, Viva Energy worked closely with the Federal Government to implement a long-term Fuel Security Package (FSP) to support Australia's refining industry and fuel security. The FSP acknowledges the importance of refining to the country's broader energy security and enhances the long-term viability of the domestic refining sector.

The FSP includes:

- A Fuel Security Services Payment (FSSP) when refining margins are poor
- The introduction of industry Minimum Stockholding Obligations (MSO)
- Capital contributions towards refinery upgrades to allow production of Ultra-Low Sulphur Gasoline (ULSG), and bringing forward the timeline for ULSG implementation to by the end of 2024
- Capital contributions to building diesel storage as part of the Boosting Australia's Diesel Storage Program.

As part of the FSP, Viva Energy makes a commitment to maintain refining operations through to 30 June 2028, with an option to extend until 30 June 2030.

Viva Energy welcomed the support to the refining sector in Australia, which has faced several structural headwinds in recent years from challenging global trading conditions – including increased competition from Asian refinery imports, and significant impacts on demand from the pandemic. Refineries provide a critical role in energy security, through their crude conversion capability and substantial inventory positions.

The structure of the FSP allows us to commit to the significant capital program required through the refinery's life cycle. The structure of the FSP is not designed to underpin or support profits of Geelong Refinery, but to partially mitigate the downside risk of low refining margin cycles that Australian refineries are exposed to. Reducing this risk gives us confidence to proceed as we seek to invest in the future of the Geelong site as part of our Energy Hub.

Our vision for the Geelong Energy Hub is to transition the refining site to supplying multiple sources of energy as part of the longer-term goal of energy transition to a lower-carbon economy. This vision is supported by a commitment to improved fuel standards through the advancement of ULSG fuel specifications, and further harmonisation to Euro 6 vehicle emission standards. For more, refer to Fuel standards on page 63.

We look forward to a period of substantial investment in Geelong.

Minimum Stockholding Obligations

The Federal Government has announced plans to introduce a Minimum Stockholding Obligations (MSO) for main grade fuels (petrol, jet fuel and diesel) across the fuel industry in Australia.

The first stage will start on 1 July 2022 and is designed to maintain current average product levels in the country; stored holdings of fuel equalling national consumption coverage of 24 days for petrol, 20 days for diesel and 24 days for jet fuel. The second stage is slated for 1 July 2024 and requires an increase of national diesel holdings, given the importance of this fuel type to many economic sectors.

The MSO will apply to Viva Energy, however, refineries are exempt from the increased diesel requirements at an asset level. The crude held by refineries will be counted toward the product holding requirements on a notional converted product basis. MSO settings are currently under discussion with government with overall impact to industry yet to be determined. We expect these settings to support our commitment to continue operating the Geelong Refinery. Viva Energy expects to be compliant with the scheme from commencement.

Viva Energy has secured a grant for up to 50% (maximum \$33.3M) of the cost of building an additional 90 million litres of diesel storage at Geelong Refinery by mid-2024, with the total project expenditure estimated to be between \$75M-\$85M. Subject to regulatory approvals, construction of the new diesel storage is expected to commence in 2022 with planned completion by mid-2024, prior to the introduction of stage 2 of the MSO.

For more information on this see: vivaenergy.com.au/energy-hub/strategic-supply-and-storage

Reporting and governance

About our reporting

This report sets out our sustainability focus areas and performance, covering assets owned and operated by the Viva Energy Group for the period 1 January to 31 December 2021 (unless otherwise stated).

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and supplementary GRI Oil and Gas Sector disclosure guidance. We have also identified the UN Sustainable Development Goals (SDGs) that align with our focus areas throughout this report. Our climate change and energy transition focus area disclosures are aligned with the Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

In addition to this report, please also refer to the *Sustainability Data Supplement 2021* for:

- Stakeholder Engagement
- Sustainability Performance Data
- Climate risk and opportunity table
- TCFD content index
- UN Sustainable Development Goals; alignment, activities, and focus areas
- Global Reporting Initiative (GRI) content Index
- Glossary.

In 2021, we completed further assessments in accordance with the *Australian Modern Slavery Act 2018* (Cth). Our second Modern Slavery Statement was issued in early 2022.

We also report our gender diversity performance to the Workplace Gender Equality Agency (WGEA). Both reports are available at investor.vivaenergy.com.au/investor-centre



Aligning with UN Sustainable Development Goals

This report maps our sustainability focus areas against UN Sustainable Development Goals (SDGs).

We believe our business has an opportunity to contribute to these broader goals by enhancing our positive contributions and avoiding or mitigating negative impacts.

Our business contributes to sustainable development in a number of ways including:

- Providing access to affordable energy
- Opportunities for decent employment
- Business and skills development
- Investment in our communities
- Substantial tax contribution
- Improved energy and transport infrastructure
- Managing the impacts of our operations by emphasising environmental protection, health and safety, and human rights.

We recognise that our industry has contributed to some of the challenges – like climate change – the SDGs seek to address.

For further information on UN SDG alignment, performance and actions in 2021, refer to page 15 of the *Sustainability Data Supplement 2021*.

Our 2021 sustainability reporting suite is available on our website

This Sustainability Report is also provided as an extract version titled *Sustainability Report 2021* which is a direct excerpt from this Annual Report 2021, including aligning page numbers. These reports are available at vivaenergy.com.au/sustainability.

2021 reporting suite:

- Annual Report 2021
- Sustainability Report 2021
- Sustainability Data Supplement 2021
- Modern Slavery Statement 2021
- Taxes Paid Report 2021
- Corporate Governance Statement 2021



Assessing our performance

We benchmark our progress using leading sustainability indices and surveys including:

- ISS (Governance, Environmental & Social Disclosure Quality Score)
- MSCI ESG
- Sustainalytics
- S&P Global Corporate Sustainability Assessment (CSA).

Viva Energy was recognised as a top performing Australian company for corporate sustainability in 2021, with its inclusion on the Dow Jones Sustainability Index Australia. We were also recognised by the Australian Council of Superfund Investors (ACSI) as a "leading" reporter, which is the highest level of recognition.



We continued to respond to individual requests for sustainability information and performance data from investors, proxy advisers, government agencies and customers.

[Read more about supporting data for the report in our Sustainability Data Supplement 2021 at vivaenergy.com.au/sustainability](https://vivaenergy.com.au/sustainability)

External assurance

We engaged an independent external assurance organisation, PricewaterhouseCoopers (PwC), to provide the Directors of Viva Energy Group with limited assurance on the following material sustainability performance data metrics covered in the Annual Report 2021 and *Sustainability Data Supplement 2021*.

- Lost Time Injuries / Frequency Rate
- Total Recordable Injuries / Frequency Rate
- Total Tier 1 / Tier 2 Process Safety Events
- Significant Spills
- total employees
- gender split (male / female) (%)
- Senior Leadership Group (male / female) (%)
- total greenhouse gas emissions (Scope 1 and 2)
- total energy consumed.

PwC's assurance statement can be found on pages 87-88.

Sustainability governance

The Board of Viva Energy Group Limited has oversight of sustainability matters, including how these are integrated into corporate strategy and risk management systems. The Board is supported in this role on sustainability matters by various committees, including:

- **Strategy and Investment Committee**, which assists in the oversight of the Group's strategic plans, including Energy Transition and business sustainability strategy, and capital allocation
- **Sustainability Committee**, which assists in reviewing the Group's sustainability performance, compliance and disclosures, including in relation to health, safety, security and environment (HSSE) matters, and greenhouse gas emissions
- **Audit and Risk Committee (ARC)**, which assists in the oversight of the management of risks relevant to our business, including HSSE risks and climate risks, and the Group Enterprise Risk Management Framework.

In 2021, the Group's sustainability and climate change leadership structure and functional responsibilities were enhanced. Executive accountability for new energies and sustainability strategy, and external engagement was centralised through the establishment of the Chief Business Development and Sustainability Officer role. A dedicated Sustainability function was established to lead and coordinate our climate and broader sustainability program.

Accountability for sustainability and climate-related matters and performance rests with our Executive Leadership Team (ELT). To facilitate ELT direction and oversight of these matters, Sustainability Management Committees were expanded from the existing Health, Safety, Security and Environment (HSSE) Committee, with the establishment of a Climate Change Committee and a People and Community Committee.

At an operational level, accountability for sustainability performance rests with the asset managers across the business. This includes the Executive General Manager Refining, General Manager Distribution, and other key operational staff.

We also have Executive-sponsored working groups in place to promote and support our Inclusion and Diversity Strategy, including: Pride Committee; Reconciliation Action Plan (RAP) Committee; and Cultural Diversity Collective.

Sustainability report continued

Viva Energy's governance structure and committee functions relevant to sustainability performance and oversight are summarised below.



Specifically, the Climate Change Management Committee includes all ELT members and senior management representatives from our operational and New Energies teams. It meets on a quarterly basis to monitor our operational emissions performance, steer the development and implementation of our Energy Transition Strategy and provides input to the Board.

In 2021, the Board and its Committees were engaged on the following climate-related matters:

- Reviewing and discussing the Group's strategy, risks, and opportunities
- Reviewing the Enterprise Risk Management Framework and whether the business is performing with due regard to the risk appetite set by the Board
- Reviewing management's Energy Transition Strategy, and associated initiatives and investments
- Receiving updates on Management's TCFD alignment status and disclosures
- Receiving updates on the Group's greenhouse gas emissions and energy performance
- Reviewing Management's emissions reduction plans and commitments
- Receiving briefings on external legal and reputational developments relating to climate change action and emissions reduction commitments.

The Group's Remuneration Framework includes sustainability-related scorecard metrics for safety, environmental (spill), female representation in management/leadership, and employee engagement performance. For 2022, the scorecard framework has been updated to include progress towards achieving the Group's emissions reduction targets.

Industry associations

We engage with and participate in a range of industry associations and forums on sustainability issues. This enables us to contribute to policy and regulatory developments, and stay informed and collaborate on emerging sustainability trends and best practice.

In 2021, Viva Energy was a member of or participant in the following associations and forums with sustainability-related matters as their primary focus, or through subordinate working groups:

- Australian Environment Business Network (AEBN)
- Australian Hydrogen Council
- Australian Industry Greenhouse Network (AIGN)
- Australian Institute of Petroleum (AIP)
- Bioenergy Australia
- Champions of Change Coalition
- Climate Leaders Coalition (CLC)
- Institute of Chemical Engineers Safety Centre (iChemE)
- LASTFIRE
- Maritime Industry Australia Limited (MIAL)
- Reconciliation Australia (RA)
- Workplace Gender Equality Agency (WGEA).

Independent assurance statement



Independent Limited Assurance Report to the Board of Directors of Viva Energy Group Limited

What we found

Based on the work described below, nothing has come to our attention that causes us to believe that the selected subject matter within the Viva Energy Group *Annual Report 2021* and Viva Energy Group *Sustainability Data Supplement 2021* (together, the **Viva Energy Group Sustainability Reporting 2021**) has not been prepared, in all material respects, in accordance with the Reporting Criteria. This conclusion is to be read in the context of the remainder of our report.

What we did

Viva Energy Group Limited (**Viva Energy Group**) engaged us to perform a limited assurance engagement on the selected subject matter within the Viva Energy Group *Sustainability Reporting 2021*.

Subject matter

The scope of our work was limited to assurance over the selected subject matter within the Viva Energy Group *Sustainability Reporting 2021*. The selected subject matter and the reporting criteria against which it was assessed is summarised below. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Viva Energy Group *Sustainability Reporting 2021*.

Entity (consolidated)	Performance Indicator (for the year ended 31 December 2021 unless otherwise stated)
Viva Energy Group Limited	<ul style="list-style-type: none"> Total Employees Gender Split (Male / Female) (%) Senior Leadership Group (Male / Female) (%) Total greenhouse gas emissions (Scope 1 and 2) for the year ended 30 June 2021 Total energy consumed for the year ended 30 June 2021
Viva Energy Group Limited (excluding Liberty Oil Holdings)	<ul style="list-style-type: none"> Total Lost Time Injuries Total Lost Time Frequency Rate (per million hours) Total Recordable Injuries Total Recordable Injuries Frequency Rate (per million hours) Total Tier 1 Process Safety Events Total Tier 2 Process Safety Events Significant spills
Liberty Oil Holdings	<ul style="list-style-type: none"> Total Lost Time Injuries Total Lost Time Frequency Rate (per million hours) Total Recordable Injuries Total Recordable Injuries Frequency Rate (per million hours) Total Tier 1 Process Safety Events Total Tier 2 Process Safety Events Significant spills

Reporting Criteria

The Selected subject matter needs to be read and understood together with the Reporting Criteria, being the boundaries, definitions and methodologies disclosed within the Viva Energy Group *Sustainability Data Supplement 2021*, which Viva Energy Group is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

Our Independence and Quality Control

We have complied with relevant ethical requirements related to assurance engagements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Auditing Standard ASQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities

PricewaterhouseCoopers

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the selected subject matter is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of Viva Energy Group.

Viva Energy Group

Viva Energy Group management are responsible for:

- preparing the selected subject matter as well as the Viva Energy Group *Sustainability Reporting 2021* in its entirety;
- the prevention and detection of fraud and error in relation to the selected subject matter;
- the design and operation of controls to ensure the completeness and accuracy of information within the Viva Energy Group *Sustainability Reporting 2021*, including but not limited to the Selected subject matter; and
- Determining suitable reporting criteria for reporting the selected subject matter within the Viva Energy Group *Sustainability Reporting 2021* and publishing those criteria such that they are available to expected users of the report.

PricewaterhouseCoopers, ABN 52 780 433 757

One International Towers Sydney, Watermans Quay, Barangaroo NSW 2000, GPO BOX 2650 Sydney NSW 2001
T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.



What our work involved

We conducted our work in accordance with the Australian Standard on Assurance Engagements 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information (Revised)* and the Australian Standard on Assurance Engagements 3410 *Assurance Engagements on Greenhouse Gas Statements*. These Standards require that we comply with independence and ethical requirements and plan the engagement so that it will be performed effectively.

Main procedures performed

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected subject matter. The main procedures we performed were:

- Enquiring of relevant management of Viva Energy Group regarding the processes and controls for capturing, collating, calculating and reporting the Selected subject matter, and evaluating the design and operational effectiveness of selected controls;
- Testing the classification of incidents included within the calculation of the Selected subject matter, on a sample basis, to relevant underlying records including incident reports;

- Testing the exposure hours used within the calculation of the Selected subject matter, on a sample basis, to relevant underlying contractor and swipe card data;
- Testing the arithmetic accuracy of a sample of calculations of the Selected subject matter;
- Assessing the appropriateness of the greenhouse gas emission factors and methodologies applied in calculating the Selected subject matter;
- Agreeing the Selected subject matter to underlying data sources and calculations; and
- Undertaking analytical procedures over the performance data utilised within the calculations and preparation of the Selected subject matter.

We believe that the information we have obtained is sufficient and appropriate to provide a basis for our conclusion.

John Tomac

John Tomac
Partner
18 March 2022

PricewaterhouseCoopers

PricewaterhouseCoopers
Sydney

Inherent limitations

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. Therefore fraud, error or non-compliance may occur and not be detected. Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and estimating such data.

Limited assurance

This engagement is aimed at obtaining limited assurance for our conclusions. As a limited assurance engagement is restricted primarily to enquiries and analytical procedures and the work is substantially less detailed than that undertaken for a reasonable assurance engagement, the level of assurance is lower than would be obtained in a reasonable assurance engagement. Professional standards require us to use negative wording in the conclusion of a limited assurance report.

Restriction on use

This report including our conclusions, has been prepared solely for the Board of Directors of Viva Energy Group Limited in accordance with the agreement between us, to assist the directors in reporting on the selected subject matter. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and Viva Energy Group for our work or this report except where terms are expressly agreed between us in writing.

We permit this report to be disclosed in the Viva Energy Group Annual Report 2021 to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the selected subject matter.

