

Nina Yearbury, Process Control Engineer (left), and Javier Del Mundo, Business Development Engineer, at the Lytton refinery, Queensland



Safe and responsible business

Ensuring the safety of our people and the environment

Safety is non-negotiable at Caltex. The health and safety of our people, customers, communities and the environment are our highest priority.

In 2019, the number of safety incidents increased across both the Convenience Retail and Fuels & Infrastructure businesses, with most related to manual tasks, falls and other manual handling. Caltex recognises it needs to improve its safety performance and has implemented several initiatives and educational programs, including the 'Do the Right task, the Right way, First time, Every time' awareness campaign and a review of Caltex's safety culture and safety leadership.

In 2019, we updated our Caltex Operational Excellence Management System (OEMS) – a mechanism that upholds the Caltex Health and Safety Policy and provides an integrated framework for systematically managing safety, health, security and environmental risk. The OEMS was refreshed to align with the 'Three Lines of Defence' risk management governance model, relevant International Standard Organisation (ISO) standards, and included the development of a framework for continuous improvement and maturity of the system. Pleasingly, there were no Tier One process safety incidents during 2019, and we continue to pursue improvements to our systems and processes to improve process safety.



Sustainable Development Goals

PERSONAL SAFETY

TOTAL RECORDABLE INJURY FREQUENCY RATE

10.7



14.0



DAYS AWAY FROM WORK INJURY FREQUENCY RATE

3.8



7.8



PROCESS SAFETY

0

Tier One events

2

Tier Two events



Fuels & Infrastructure



Convenience Retail



Protecting our natural environment

In 2019, we refreshed our Environmental Policy and prepared a group-wide environmental management governance framework and strategy, with the objective to align our business operations with the ISO14001 standard. We refreshed group-wide minimum expectations for environmental management, with a focus on high-risk impacts, and updated internal audit processes to check compliance with these new expectations.

While we reported no major spills during 2019, two minor marine spills occurred at our Lytton refinery and one within our distribution network. As a requirement of our processes, we conducted investigations to reduce the risk of spills from similar incidents.

0
major spills
(>8000 litres) in
2018 and 2019

904,207
tonnes Scope 1 and
Scope 2 carbon
emissions

5
minor spills
(>160 litres
<8,000 litres) in
2018 and 2019

102.4
Lytton Refinery
Energy Intensity
Index

3
marine spills

Fostering a diverse and inclusive workplace

To help foster an inclusive work environment, we recognise and celebrate a number of cultural days, including NAIDOC Week, Close the Gap, National Reconciliation Week and International Women’s Day. These celebrations are typically led by our ‘Women in the Fuels Industry’ (WIFI) or ‘Indigenous Trailblazers’ employee working groups and are supported by Caltex’s Diversity and Inclusion Council.

In 2019, we made significant progress executing our diversity strategy. Highlights included reaching 37.4% female participation in senior leadership roles (target is 40%), a gender pay gap difference of less than 1% in like-for-like roles, and the establishment of an LGBTIQ+ working group. The working group is a voice and contact point for all LGBTIQ+ employees, and in 2020 the group will create an action plan aimed at fostering greater internal engagement and engagement with community partners.

<1%
Gender pay equity
ratio

37.4%
women in leadership
roles. 8% increase
from previous year



Kathryn Jobson at
The Foodary, Bondi
Junction, New South Wales

Supporting fundamental human rights

The prevention of human trafficking and modern slavery was an important focus for Caltex in 2019. In response to our obligations under the *Modern Slavery Act 2018 (Cth)*, we have mapped our supply chain, undertaken a high-level modern slavery risk assessment as well as a prioritisation exercise for high-risk areas in our supply chain. Our next steps are to embed a formal modern slavery risk assessment and management process into our engagements with business partners and suppliers, and to delve into the risk areas that we have identified as top priorities. Our first Modern Slavery Statement will be published in 2021.

Caring for and developing our people

This year, we conducted our employee engagement survey to better understand the experience of our employees and what we can improve on. The 2019 results were encouraging, with our overall employee engagement score at 82% and participation rate at 71%. Key improvement areas that our people identified included how we can better empower our people to drive positive change and how we can achieve greater work-life balance.

Developing our people was an important focus in 2019 as we refreshed our leadership development programs, and in 2020 we will launch a strategy execution program aimed at driving consistent focus on strategic priorities and strengthening commercial and operational discipline.

7,644
Employees
15% increase from
previous year

82%
Employee
engagement