



Sustainability Report 2016





About this report

This report covers the sustainability performance of GrainCorp Limited and the entities it controls. GrainCorp's first Sustainability Report was published in 2014. This report includes activities and facilities across those international locations for which we had operational control for all or part of the financial year 1 October 2015 to 30 September 2016.

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

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GRAINCORP OVERVIEW

GrainCorp is a leading international food ingredients and agribusiness company with an integrated business model across three main grain activities: supply chain, origination and processing.

GrainCorp Overview

GrainCorp focuses its activities on three core grains (wheat, barley and canola) where we have a comparative advantage through grain origination, freight differentials and technical expertise.

GrainCorp has operations in Australia, New Zealand, Asia, North America, Europe and the United Kingdom. These markets collectively represent over 50 percent of the international export trade in wheat, barley and canola.

GrainCorp has four reporting segments:

- GrainCorp Storage & Logistics
- GrainCorp Marketing
- GrainCorp Malt
- GrainCorp Oils

GrainCorp also owns 60 percent of Allied Mills, an Australian based flour milling company.

Our Mission and Vision

Our mission is to be an international leader in food ingredients and agribusiness, creating value by connecting consumers and producers.

Our vision is to grow as our customers' preferred partner – driven by our passionate people and strategic assets.

Our Integrated Supply Chain

Accumulation – Largest regional accumulation network in Australia.

Storage – Over 20mmt of country storage and handling capacity.

Marketing – Marketing to local and global markets.

Road & Rail – Full freight connectivity for rapid turnaround.

Ports – 7 bulk grain ports with 15mmt elevation capacity and 14 bulk liquid terminals.

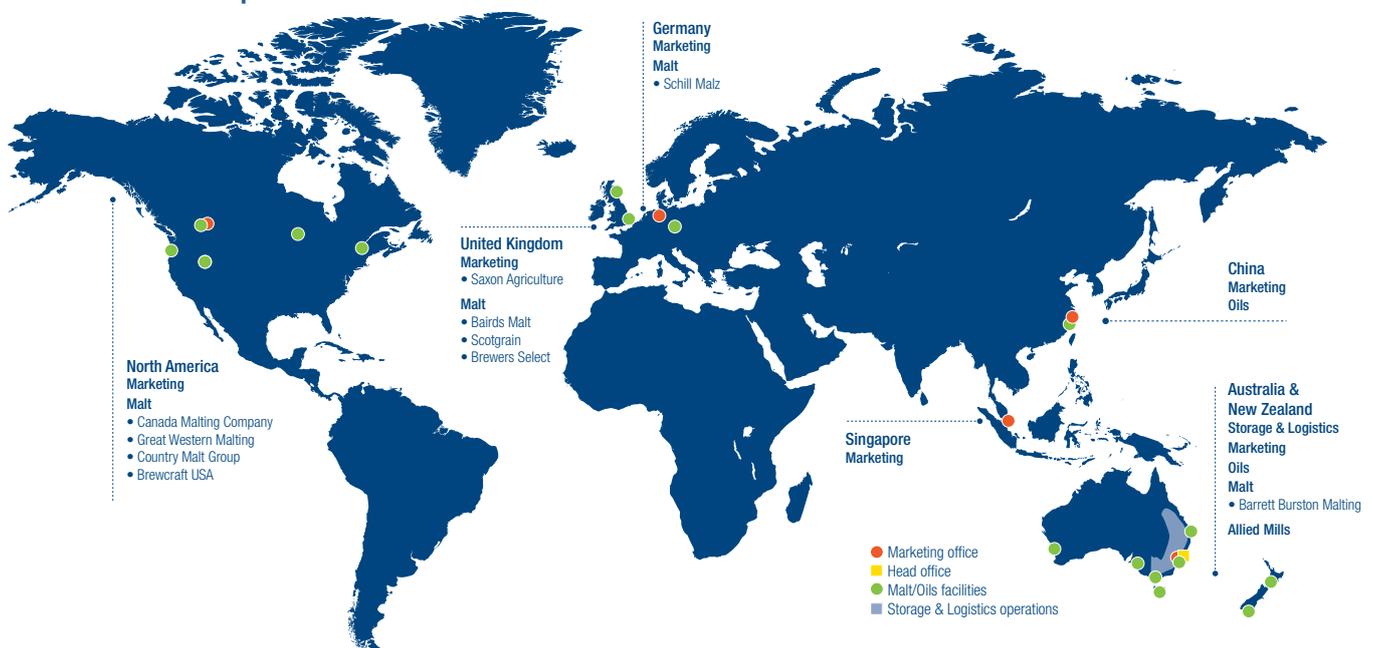
Processing – A key end producer of malt, oils and flour.

Our Values

Our values help define our organisational culture by providing a common understanding of how we do things at GrainCorp and how we should behave towards each other, our customers and other stakeholders.

- > **Safety** – We act consciously every day to keep ourselves and our teams safe.
- > **Our people** – We work together as part of a high performing team and deliver what we promise.
- > **Customers** – We build strong relationships and deliver value to customers.
- > **Excellence** – We consistently look for better ways to do things.
- > **Sustainability** – We understand the bigger picture and add value to the bottom line.
- > **Our community** – We support the communities in which we operate.
- > **Integrity** – We act with high integrity, energy and passion.

Our International Operations



MANAGING DIRECTOR AND CEO'S STATEMENT



Over its 100 year history, GrainCorp has undergone significant transformation. This process has accelerated over the past seven years, with the company growing from an Australian-based, grain handler operator to an international agribusiness with end-to-end grain origination and processing operations. Throughout this period of growth our focus on Safety, People, Sustainability and Community has continued to form the backbone of our culture.

This report is the third we have published with reference to the Global Reporting Initiative G4 framework, and it provides an opportunity to highlight our sustainability achievements while also being open and transparent about the areas in which we need to improve.

Safety, as one of our core values, is of paramount importance each and every year. We focus on promoting the right safety attitudes and behaviours at every level of the organisation and I am pleased to report further improvement in some of our key metrics.

Many of the daily operations that take place at our sites follow a routine schedule of tasks. We recognise we must encourage our people to rethink these everyday processes to assess whether they are being conducted in the safest manner with the least impact on the environment.

GrainCorp's annual World Environment Day and World Safety Day competitions encourage this reassessment and they highlighted 192 improvements made during the year.

As a critical enabler of our future success, we have been focused on improving our leadership capability. To this end, we have developed our own custom-built leadership framework centred on the theme of intentional leadership. Together with my leadership team, I am proud to be an active participant in the rollout of our LEAD programs which have been internally designed to meet the specific needs of our business for success both now and into the future.

We recognise that improving the diversity of our leadership teams would further improve our leadership capability. This year, Don Taylor, the Chairman of the Board of Directors of GrainCorp, publicly pledged support to the Australian Institute of Company Directors' campaign to achieve 30 per cent female representation on ASX 200 boards by 2018. We have also made a commitment to improving the gender balance within the GrainCorp Leadership Group, a group that comprises around 80 of our senior leaders, by targeting the appointment of women to at least 40% of any roles resulting from turnover. Over the coming year, our newly refreshed Diversity Committee, comprising 13 employees from across the GrainCorp group and which I chair, will look at ways we can better foster a culture of inclusion and encourage the sharing of diverse perspectives, experiences and ideas.

As an organisation that has grown through acquisitions, we continue to work at developing a centralised system for the measurement and management of the impact of our operations on the environment.

“I am proud of the progress we have made on key projects this year and their contribution to the Group’s sustainability”

GrainCorp is continuously seeking ways to integrate better environmental practices into our day-to-day lives at the strategic, operational and personal level. We implemented a number of initiatives in this area during the year, and these are discussed in more detail in this report.

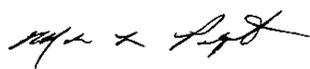
Strategically, we remain absolutely focused on our customers. In order to improve our competitiveness we look at how we can streamline our operations to deliver seamless and cost-efficient customer solutions. A good example is Project Regeneration, GrainCorp’s \$200 million commitment to improving the rail efficiency of our Storage & Logistics business in Australia. This year, both the Victorian and New South Wales Governments announced upgrades to rail infrastructure allowing us to progress our plans to upgrade outloading facilities at a further 13 sites. Additionally, a new site at Calleen in country New South Wales was opened, boasting state-of-the-art infrastructure to better service growing export markets. These are just two examples of many significant steps we have taken towards realising our overall goal of reducing rail rates by \$5 per tonne and returning up to 1 million tonnes of grain to rail, a shift that will save 50,000 individual truck journeys.

The next stage of development at most country sites, will see the installation of paperless sample stands reducing the in-load time for customers delivering grain. This system is an excellent example of the way we are innovating to improve customer service, while also reducing our impact on the environment.

In GrainCorp Oils, the business has consolidated its edible oil crushing and refining operations to a single strategic hub in Victoria, Australia. We have upgraded our facilities in West Footscray and Numurkah and relocated our oil refining and food packing operations from Queensland to Victoria, placing them in much closer proximity to the major canola production

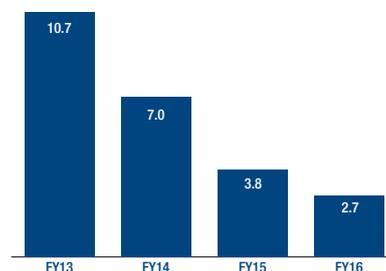
zones and our food manufacturing customers. The strategic manufacturing hub also substantially reduces the amount of road freight transportation required as part of the manufacturing process and has allowed installation of world class technology to improve operating processes. Together, these improvements are resulting in an estimated reduction in carbon emissions of 25,000 tonnes per year.

I am proud of the progress we have made on key projects this year and their contributions to the Group’s sustainability. All of us at GrainCorp are aware it is important we maintain this momentum. Our sustainability objectives for 2017, which are set out in this document, provide the framework for how we will continue this improvement to ensure the sustainability of our business into the future.

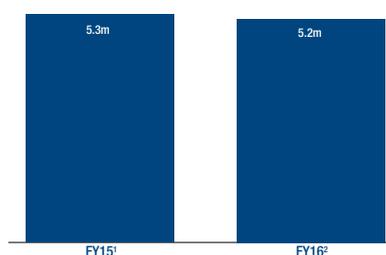


Mark Palmquist
Managing Director & CEO

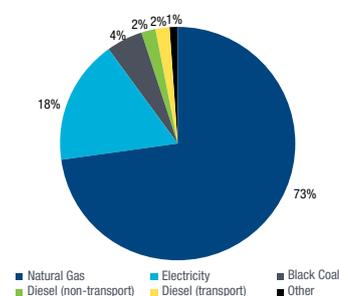
Lost Time Injury Frequency Rate (LTIFR)¹



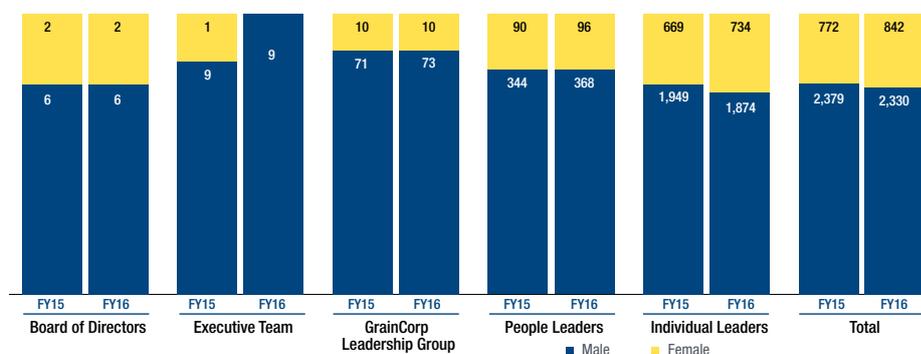
Total Energy Use (GJ)



Energy Use by Source³



Composition Leadership Groups



1. Lost Time Injury Frequency Rate (“LTIFR”) is calculated as the number of lost time injuries per million hours worked. Includes permanent and casual employees and GrainCorp controlled contractors.
 2. Excludes Malt plants in Fletcher, South Holland and Champlain.
 3. Excludes Malt plant in Fletcher.

SAFETY



GrainCorp has worked hard to achieve a strong safety culture

Over the past three years we have focused on embedding a series of initiatives across our businesses, which ensure safety is relevant and a priority for all employees in both a professional and personal context. The concepts of the **Personal Big 5**, **Gorillas in the workplace**, and **What's my 50%?** have been used to promote the ideas of: what we stay safe for (rather than from), proactively looking for and safeguarding against hazards; and, always questioning what can be done on a personal level to ensure safety.

As a result of our embedded safety culture GrainCorp is now focused on making continual improvements in pursuit of our goal of **Zero Harm – Safe for Life**.

This year, we successfully drew attention to the importance of employee health through the implementation of the **Fit4Life** program which highlights the immense value of being proactive for personal health and safety. This program focuses on both the physical and mental aspects of optimum health and educates staff about practical changes they can make to achieve greater wellbeing.

Workshops were held across the business covering a variety of topics, including the importance of digestive health, the power of establishing a consistent and healthy routine, the relationship between mental health and workplace safety and methods for managing stress.

The program was well received by our employees and provided the impetus for the teams at many sites to set their own health challenges. For example, the Storage & Logistics Northern New South Wales team in Australia set themselves a six-month challenge to wind back their biological clock by an average of three years each, a **Safe Spine** program was rolled out in Gladstone and Central Queensland in Australia, and the Malt office in Calgary, Canada, held sessions with a nutritionist and a sleep specialist.

Our annual **World Safety Day Awards** competition is a key way of both encouraging and recognising teams and individuals who implement programs or projects that improve workplace safety. The competition also serves as an effective way to share ideas across business units and regions. This year there were 144 entries, demonstrating a high level of engagement in the pursuit of improved safety outcomes.

Inroads were made into reducing manual handling risks across our many and varied tasks. The process of installing protective tarpaulins over the grain storage bunkers at the Emerald site was improved and is highlighted over the page. Additionally, the Oils terminal at Coode Island in Australia redesigned its shipping interchange with hard piping replacing manually handled hoses, and GrainCorp Malt's Pencaitland plant in Scotland installed a new automated

system to mitigate the injury risk associated with manually opening and closing heavy kiln doors.

In order to reduce the risk of trip hazards and housekeeping related injuries, workplaces across the GrainCorp group introduced **5S** to their daily activities. **5S** is a visual workplace methodology used by world class organisations to:

- Focus on simultaneous improvement of quality, speed and cost effectiveness;
- Establish close links with customers and suppliers;
- Drive both linear and non-linear improvement initiatives;
- Reduce all forms of waste and eliminate where possible;
- Create a culture supporting sustainable, safe work practices; and
- Implement leadership practices that promote teamwork, participation, continuous learning and flexibility.

For example, the methodology is being successfully followed at the Storage & Logistics sites in the Emerald area (Australia), the Malt and Oils plants in Perth, Australia and the Liquid Terminals site in Timaru, New Zealand. Plans are underway to share the improvements in operations and safety amongst the wider GrainCorp Group.

FY16 Group Performance

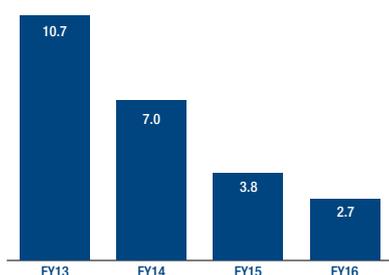
- 19% reduction in RIFR against FY15 performance
- 29% reduction in LTIFR against FY15 performance



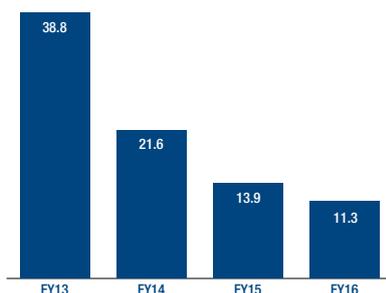
Highlight: Pocatello expansion

The 120,000 metric tonne expansion of GrainCorp Malt's Pocatello plant in Idaho, USA has incorporated state-of-the-art technology in its design to ensure the highest safety standards. During the design phase, a three-dimensional model of the expansion was constructed, giving the team an opportunity to modify the design to eliminate many safety hazards, such as confined spaces, that are only evident post construction. The new plant will be in full production in 2017 bringing the total production capacity of the Pocatello plant to over 220,000 metric tonnes per year.

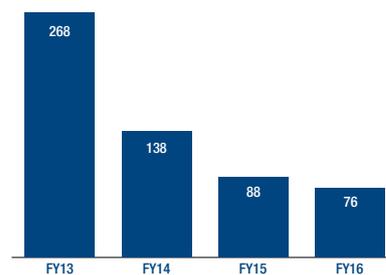
Lost Time Injury Frequency Rate (LTIFR)¹



Recordable Injury Frequency Rate (RIFR)²



Workforce Injuries³



- The following lead measures to drive accountability in each business unit were implemented:
 - All business units set a near miss/hazard reporting target for each site. Each business unit has achieved its target.
 - Safety, Health & Environment (SHE) Line Leadership Reviews were initiated to monitor and continue to improve SHE leadership effectiveness. Reviews are conducted monthly at each site and results are communicated to the executive level. All business units achieved their target.
 - Significant Risk Reviews were initiated at each site. The reviews set out the minimum requirement each site must meet in order to adequately control risks associated with confined spaces, electricity, fire & explosion and mobile plant. Reviews are conducted monthly at each site and results are communicated to the executive level. All business units achieved their target.
 - Completion rates of workplace safety e-learning modules significantly improved over the year from an average of 73% in the first quarter of FY16 to an average of 89% in the fourth quarter of FY16.
- Internal audits of the Significant Risk Reviews are performed quarterly within Storage & Logistics.
- External auditors verify compliance with internal and external standards and compliance to regulatory requirements within GrainCorp Malt.

- Continued progress toward ISO14001 and OHSAS18001 certification was achieved as follows:

Oils

- All Oilseeds sites, Auscol, GrainCorp Liquid Terminals Australia and GrainCorp Liquid Terminals NZ are currently certified to AS/NZ4801 and ISO14001.
- West Footscray, Victoria, Australia has certification to National Self Insurance, a higher level of certification than AS/NZ4801.

Malt

- All Malting operation sites have registered OHSAS18001 certifications.

- Sentis, a workplace safety specialist, was commissioned to undertake a company-wide employee safety culture survey, highlighting areas of strength and opportunity. Results are being used to assist GrainCorp with our journey to **Zero Harm, Safe For Life** and to enhance the leadership program referenced in the People section of this document.
- The **Fit4Life** campaign was launched, highlighting the importance of, and providing opportunities to improve, personal health.

FY17 Group Objectives

- Achieve a 15% reduction in Group RIFR metrics on FY16 results.
- Continue to drive a positive SHE culture through SHE leadership reviews.
- Implement a refreshed Group SHE Plan.
- Continue with positive assurance of significant risk control measures focusing on risks associated with: contractor management; chemicals; plant and equipment; and manual handling, with each site to achieve a 90% completion rate.

1. Lost Time Injury Frequency Rate ("LTIFR") is calculated as the number of lost time injuries per million hours worked. Includes permanent and casual employees and GrainCorp controlled contractors.
 2. Recordable Injury Frequency Rate ("RIFR") is calculated as the number of injuries per million hours worked. Includes lost time injuries, medical injuries and restricted work injuries. Includes permanent and casual employees and GrainCorp controlled contractors.
 3. Absolute number of lost time injuries, injuries requiring medical treatment and restricted work injuries sustained by permanent and casual employees and GrainCorp controlled contractors.



Highlight: Top tarping of bunkers – Emerald Cluster

GrainCorp uses tarpaulins extensively across its network to protect grain stored in bunkers. Damage caused by birds is an ongoing problem that requires employees to climb bunkers daily in order to patch holes. The task poses a manual handling safety risk as well as risks associated with working in adverse weather conditions, particularly wind. In order to address these risks, our Emerald team created a woven lightweight polypropylene top tarpaulin, designed to cover the existing tarpaulin while at the same time allowing air to flow between the two, creating a ripple effect which serves to deter birds. The system has been applied across the entire Emerald cluster and as a result, staff at these sites no longer have to climb bunkers as frequently, significantly reducing risk of injury while also reducing the significant cost associated with repairing or replacing damaged tarpaulins.

PEOPLE



We believe an engaged and diverse workforce is the foundation of a strong competitive advantage

At GrainCorp we believe that creating an optimal working environment is fundamental to our business success. This requires us to focus on building an engaged and diverse workforce that attracts and retains talented employees, while also nurturing leadership.

Leadership:

This year GrainCorp continued its focus on strengthening the leadership capability needed in the increasingly competitive and dynamic market in which we operate. We believe that a culture of effective leadership ensures that employees realise their potential and ultimately supports our ability to deliver value to customers.

FY16 Group Performance

- The sixth annual GrainCorp Leadership Group (GLG) Conference was held, involving around 80 leaders from across our international business. This is an important forum that facilitates communication and strategy across all of our business units and geographies.
- Emerging leaders worked with members of the GrainCorp Leadership Group

on progressing strategic projects that investigated new revenue streams and opportunities for innovation, continuous improvement and cost reduction.

- A standard leadership capability model was introduced. To support leadership capability development in line with this framework, four new custom leadership programs (LEAD – Launch, Elevate, Accelerate and Discover), corresponding to the four levels of leadership within GrainCorp, are being implemented. The programs have been developed internally to retain competence in-house. The first in the series, Launch, has been rolled out to over 200 Australian front line leaders so far with a further 200 leaders globally to participate in FY17.
- Three permanent, full-time leadership coaches are now employed. The coaching process holds leaders accountable to their leadership learnings, embedding new behaviours and resulting in more sustainable leadership programs.

FY17 Group Objectives

- Complete the development of the Elevate, Accelerate and Discover leadership programs and initiate the rollout of all three programs.
- Complete the rollout of the Launch front line leader program.
- Re-assess the level of front line leader capability following the success of the program and identify any further development needs of this group.

Talent, capability and engagement:

GrainCorp is committed to ensuring our talented people are engaged, developed and delivering the best outcomes for our customers, shareholders and communities. We aim to create appropriate reward and recognition programs that drive the optimal balance between employee motivation and shareholder value.

During the year we reviewed our talent management practices to ensure we continue to focus on both attracting new talent and creating clear and compelling career paths for existing employees. Together, these practices ensure our organisation is well positioned in terms of succession planning and pipeline management.

An employee engagement survey was conducted during the year. 92% of employees responded, delivering an overall engagement score of 63% (up from 59% in 2014, the last survey). This is the highest level of employee engagement at GrainCorp since the survey's inception in 2010. While highlighting areas of further focus and development, the significant increase in engagement across the group is a reflection of the success of the many improvements made to the company's leadership, diversity and talent management practices. Further supporting engagement is our Annual Recognition Program which provides the opportunity to formally recognise outstanding employee contribution.



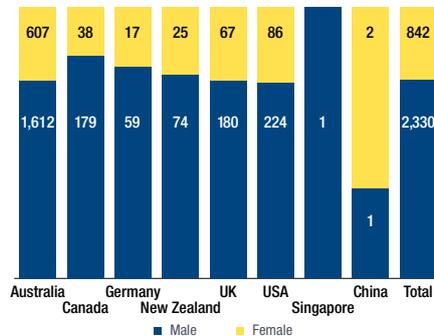


Highlight:

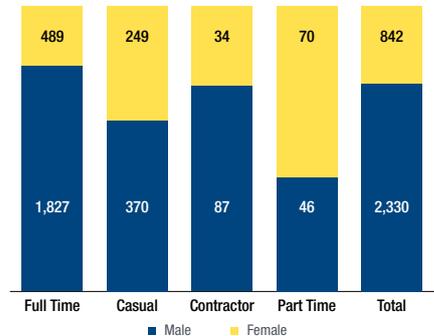
Developing the leadership capability of our front-line leaders

The Launch program is the first of four custom-designed leadership programs to be rolled out across the GrainCorp group. Launch was developed in-house to meet the unique leadership capability development needs of our front line leaders and is delivered by in-house leadership coaches. The 12-month program includes four days of face-to-face facilitated workshops; a 360 degree capability assessment tool and individual debrief; peer-to-peer coaching; bite-sized learning enhancement webinars; and individual development planning and action support. In FY16, Launch workshops have been run in seven locations across East Coast Australia as well as Auckland, New Zealand and will be rolled out across the other operating geographies during FY17. Where possible, participants have included leaders from across GrainCorp's different business units to help strengthen cross-functional networks and knowledge sharing to enhance the development of our people leaders. As Dan Mulkerin, Grain Protection Supervisor from our Toowoomba office in Australia said, "Launch is a very interactive program assisting front line managers to strengthen their leadership skills and it was great to have participants from other GrainCorp business units attend, sharing valuable ideas and information."

Employees by Country



Employment Type



FY16 Group Performance

- Overall engagement score of 63% with a 92% participation rate.
- A whole-of-business talent review was completed to identify high potential employees for development, retention and inclusion in GrainCorp's talent pool for targeted career development and succession purposes.
- Reviewed talent acquisition model and key priorities.
- Reinstated GrainCorp's Graduate Program and commenced recruitment of nine new graduate positions across Engineering, Finance/Commerce, IT and Agricultural Science disciplines to commence in FY17. We are targeting a 50/50 gender balance for this intake.
- All employees were provided the opportunity to work with their manager to develop a Personal Development Plan.
- The range of development programs available through the Learning@GrainCorp platform was extended and our online Induction and Code of Conduct modules were refreshed.
- Development opportunities such as on-the-job training, mentoring, coaching and secondments into different business units and geographies were enhanced.

FY17 Group Objectives

- Increase the utilisation of talent pools and succession plans to ensure identified talent is developed, retained and promoted.

- Strengthen the career planning and development for identified talent.
- Transition to, and embed, an internal resourcing model.
- Run the Graduate Program for the FY17 cohort of nine graduate positions.
- Develop a company-wide competency framework and initiate its rollout across the business.
- Redevelop all safety-related eLearning modules to further increase our safety awareness and compliance results.

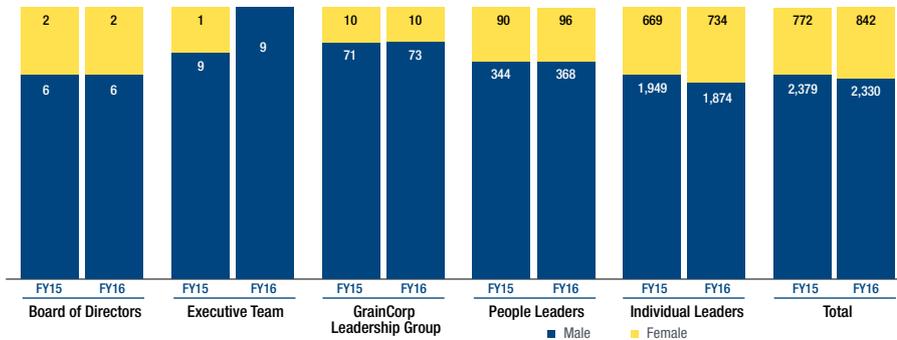
Diversity, Inclusion and Equal Opportunity

A diverse workforce is critical to our ability to innovate. Applying a range of perspectives to our work practices allows us to provide pioneering customer solutions and drive better business results. Our team now includes a dedicated Diversity and Inclusion Manager who is focused on putting measures in place to foster a culture of inclusion and improve our ability to attract, develop and empower people from diverse backgrounds.

FY16 Group Performance

- Women comprised 27% of the total GrainCorp workforce (up from 25% in FY15).
- Women in people leadership roles remained at 19%.
- Female representation at Board level remained at 25%.
- Female representation at Executive level reduced to 0%.

Composition Leadership Groups



Sari Mackay, General Manager, Logistics.

Highlight:

Developing operations leaders of the future

Over the past six months, Sari Mackay, General Manager Logistics in Sydney, Australia has been an executive mentor in The Mentoring Circle – a leadership development program run by the National Association of Women in Operations (NAWO). The program provides small groups of high potential, mid-career women with the opportunity to participate in a series of workshops led by an inspirational mentor, with a solid track record in operations, to help build their knowledge, networks and career. Sari’s Circle includes women in various supply chain, operational middle management and technical specialist roles across a range of different industries and who work for employers such as Coca Cola, Australia Post, BlueScope Steel, BOC Gas and RamsetReid. Examples of topics that have been covered by the Circle include personal brand, career development, communication and overcoming career challenges. Whilst Sari’s role has been to mentor a group of talented operational women, Sari too has learnt from her mentees. *“I have learned how valuable online tools can be to collaboration, knowledge sharing and learning. I have also been impressed by how open the Circle members have been to helping each other grow professionally and personally.”*

- The Chairman of the GrainCorp Board has formally committed support to achieving the Australian Institute of Company Directors’ target of 30% female representation on public company boards by 2018.
- Gained Executive endorsement for the implementation of the newly created 2020 Diversity and Inclusion Strategy and initiated the implementation plan designed to achieve our strategic aims.
- Re-established a Diversity Committee, chaired by the Chief Executive Officer, with the mandate to provide change leadership and governance of the Diversity and Inclusion Strategy.
- Consulted with a variety of employee groups to identify barriers to career progression for female talent.
- Conducted a pilot study of a blind recruitment process and documented key learnings for potential development.
- Implement a Diversity and Inclusion Key Performance Indicator (KPI) to ensure leadership accountability.
- Pilot personal bias awareness training for managers, as applied to hiring and promotion decisions.
- Promote the use of more flexible working arrangements and pilot a new flexible working approach at one or more operational sites.
- Launch our 2017-2020 Reconciliation Action Plan and implement an Aboriginal and Torres Strait Islander employment and career support strategy.
- Increase the number of female candidates for, and appointments to, roles that become available in the GrainCorp Leadership Group (comprising around 90 of the top leadership positions across the business).
- Implement a career sponsorship program for female and diverse talent.

FY17 Group Objectives

- Implement an Inclusive Leadership Program for our Executive team and awareness training for all employees.
- Build inclusive leadership development into each of the signature LEAD development programs.
- Review key practices to reduce the risk of personal biases impacting decision making processes and drive an increase in the diversity of candidate and talent pools as well as appointment to leadership roles.

ENVIRONMENT



As a business involved in agriculture and food, we recognise that we are deeply connected to the health of the land and its ecosystems

GrainCorp recognises we have a responsibility to do our part in supporting the environment. When operating our facilities, the efficient use of resources and responsible management of waste are key areas of focus. Underpinning our approach to the environment are the principles of: Avoid, Reduce, Reuse and Recycle.

GrainCorp focuses its environmental stewardship on four key areas:

Energy: We aim to continuously improve energy efficiency and reduce the carbon intensity of our operations;

Emissions: Our approach is to target our most energy intensive operations and seek energy efficiencies to reduce our emissions;

Water: Our approach is to limit the amount of water used in our processes while improving the quality of any water that we discharge. We aim to recycle and reuse water wherever possible; and

Waste: Minimising waste is fundamental to the sustainability of our operations.

We recognise that to improve further, we must fully understand the impact of our operations on the environment, and we

are therefore committed to developing our measurement and reporting systems. Over the year we continued to refine our data capture processes to include waste to landfill and recycling data from our operations in New Zealand. In the coming year we will conduct an assessment of the environmental reporting software options available.

Energy efficiency

Power cogeneration offers the potential to cut operating costs and reduce the impact of our operations on the environment. In partnership with Canada's Ontario Power Authority, cogeneration equipment has been installed at our Thunder Bay malt plant. This has significantly reduced the impact of the malting process on the local environment and the operating costs at the plant. In combination with numerous other initiatives to improve electrical efficiency, (including the installation of LED lighting which uses approximately 30% less power than fluorescent lighting), the site is already compliant with the Canadian Ministry of Environment and Climate Change's regulations that are scheduled to come into effect in 2020.

At GrainCorp Malt's plant in Vancouver, USA, large fans used to regulate airflow inside the kiln were replaced with an energy efficient synchronous belt drive reducing the electricity usage by over 650,000kwh/year.

GrainCorp Oils' bulk liquid terminal in Tauranga, New Zealand contracts a number of tallow storage tanks. Tallow, which is exported for use in the production of biodiesel, is a solid at room temperature and therefore needs to be heated in order to be transported. Seasonal variation in the export program meant the tanks were required to be frequently reheated. By aligning the seasonal variation with the use of insulated, as opposed to non-insulated, tanks, the need for reheating has been minimized and electricity and gas consumption at the site has been reduced by half.

Carbon emissions/transport

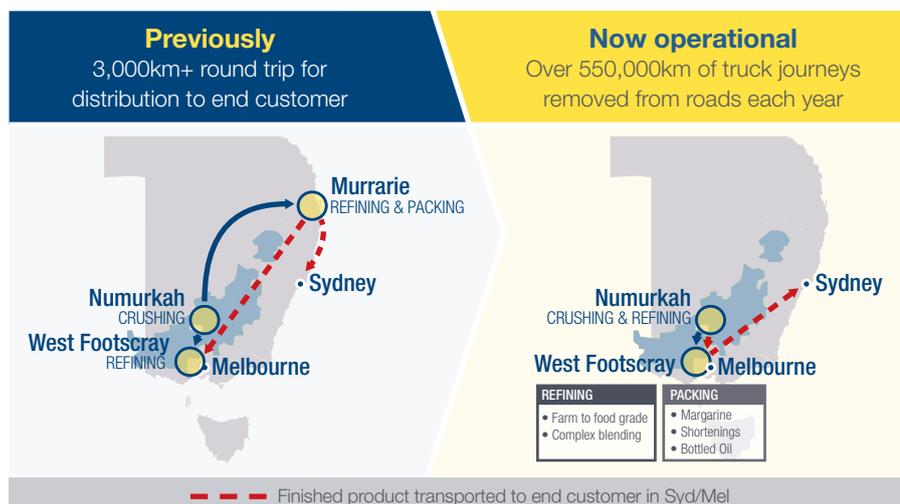
The transport of grain and other products is an important part of our business. We are focused on minimising emissions incurred as part of the transport process wherever possible.

Two of the company's major strategic projects – Project Regeneration in the Storage & Logistics business and Project Delta in the Oils business – involve targeting a significant reduction in road freight transportation.

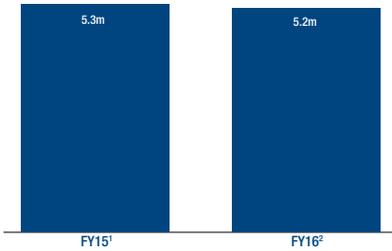
The core objective of Project Regeneration is to drive a modal shift of 1 million tonnes of grain from road back to rail. This significant shift will be enabled by reconfiguring our network and investing in more efficient rail loading infrastructure. Central and Southern New South Wales in Australia will start to see the benefits of this next year.

Project Delta is the consolidation of our edible oil crushing and refining footprint to a single strategic hub in Victoria, Australia. The relocation of oil refining and food packing operations from Queensland to Victoria mean our facilities are in much closer proximity to the major canola production zones and our food manufacturing customers, removing an estimated 550,000km of truck journeys from the road. The project has also involved the replacement of an outdated coal-fired boiler at our Queensland operations with cleaner technology at our expanded facilities in Victoria.

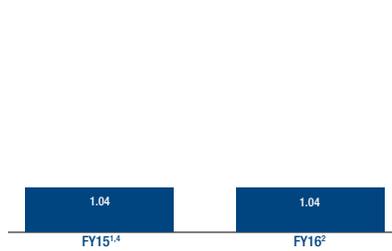
GrainCorp Oils network reconfiguration



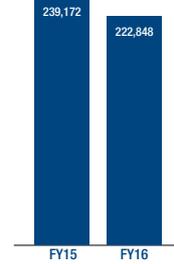
Total Energy Use (GJ)



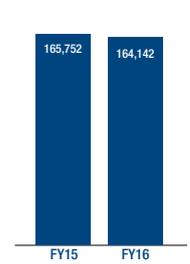
Energy Use per Tonne (GJ)³



Scope 1 GHG emissions (tCO2-e)⁵



Scope 2 GHG emissions (tCO2-e)⁶



1. Excludes Malt plants in Fletcher, South Holland and Champlain.
2. Excludes Malt plant in Fletcher.
3. Calculated as the average energy (GJ) per production/throughput tonne.
4. FY15 number has been restated to reflect better data capture processes.
5. Scope 1 emissions are those produced directly by GrainCorp's activities.
6. Scope 2 emissions are indirect emissions, such as electricity consumption.

As part of the company's **World Environment Day** competition, GrainCorp Malt's Roast House in Vancouver, USA, was reconfigured to allow for better air temperature control and shorter roasting times. Roasters are often used in the production of specialty malts to develop certain flavour and colour characteristics. The reconfiguration resulted in the Roasters using an estimated 18,000 GJ less of fuel each year.

Water

Water use is central to the vast majority of operational processes in our Malt and Oils businesses. Last year, boreholes were installed at GrainCorp Malt's plants in Perth

(Australia), Pencaitland (Scotland) and Witham (England), significantly reducing the reliance on municipal water supplies. This year, our Malt plant at Inverness in Scotland has implemented a system that more efficiently provides the humidity required as part of the grain germination process. The new system utilises a much finer water mist resulting in an estimated 30% reduction in water going to effluent.

GrainCorp's Oils business has also been working to improve water use efficiency across its operations. At the West Footscray facility in Victoria, Australia, the focus has been on developing a system that provides comprehensive information on water use.

By installing numerous water meters, operators can now understand where and when water is being consumed and lost, which in turn provides the opportunity to eliminate inefficiencies.

The GrainCorp Liquid Terminals site in Fremantle, Western Australia has been able to reduce waste water by approximately 186KL per year¹ by creating a new product-specific shipping line.

Waste

Offering superior customer solutions is a key focus for GrainCorp and many of the improvements we implement employ innovative technology which also serve to



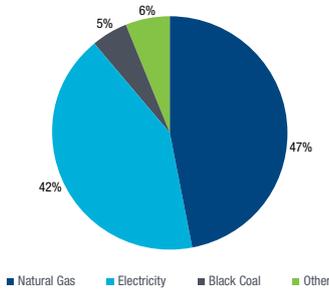
Clark Johnson being awarded the Energy Managers of Ontario Excellence Award

Highlight:

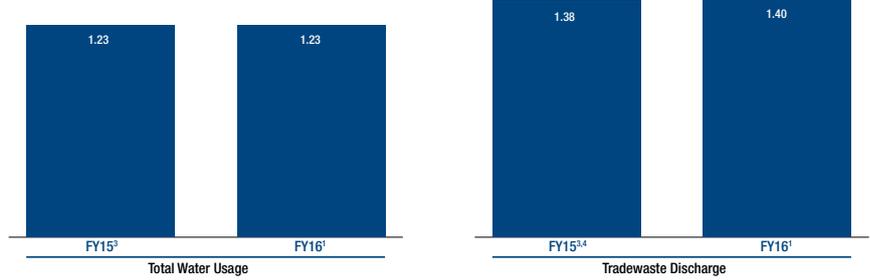
GrainCorp Malt employee Clark Johnson was awarded the top prize for excellence in his Energy Manager role at the Energy Managers of Ontario Excellence Awards in Canada. Clark, together with his team at GrainCorp Malt's Thunder Bay plant, implemented a number of initiatives ranging from the installation of a cogenerator to simply ensuring lights are turned off in areas of the plant not in use and this has seen an 80% reduction in the plant's electrical needs. The targets set for Clark were so greatly exceeded that he has been made a role model for all energy managers in the province.

1. Based on a three-year average.

Greenhouse Gas Emissions by Source¹



Water and Trade Waste Per Tonne (KL)²



1. Excludes Malt Plant in Fletcher.

2. Calculated as the average water use/trade waste (KL) per production/throughput tonne. Water sourced from municipal water supplies or other activities. Includes discharges after treatment into municipal sewers.

3. Excludes Malt plants in Fletcher, South Holland and Champlain.

4. FY15 data has been restated to reflect improved data accuracy.

reduce our reliance on basic resources.

A new system called **FastWeigh** has been introduced at 137 Storage & Logistics sites in Australia. The system automatically captures data from sampling equipment using smart card technology, eliminating the need for the vast majority of the 200,000 hand written sample dockets and tickets that were being produced each year.

Deodorisation is a fundamental part of the refining process for edible oils. The deodorisation process occurs under a vacuum to protect the oil against oxidation and preserve the flavour. The GrainCorp Oils site at Numurkah in Australia has installed a new deodoriser which utilises an ice condensing system instead of barometric water to create the necessary vacuum. The end result is a significant reduction in both water used and trade waste generated.

With approximately 3,000 tonnes of tarpaulins going to landfill each year, our Storage & Logistics business has been working on solutions to reduce this waste. By partnering with both a tarpaulin recycling provider, and a raw material tarpaulin supplier, over 200 tarpaulins have been successfully recycled, with new recycled tarpaulins being trialled at three Storage & Logistics sites. The rollout is set to continue over the coming years.

FY16 Group Performance

- In addition to the achievements discussed above, numerous other initiatives across the business have contributed to reductions in emissions, water consumption and energy use per tonne/throughput. The annual World Environment Day Awards highlighted

48 initiatives that were implemented across the business, which delivered improvements to our operations while reducing their environmental impact.

- A solar feasibility study within our Storage & Logistics business was undertaken. The analysis revealed that payback on investment is not financially viable at this time. We continue to stay abreast of technological developments in this area and consider opportunities as they arise.
- The Australian operations have again commissioned a voluntary Reasonable Assurance audit against its annual National Greenhouse & Energy Reporting (NGER) obligations.
- GrainCorp Oils' Auscol and Bulk Liquid Terminals businesses have initiated tracking of their waste to landfill tonnages.
- All Bairds Malt manufacturing plants have registered 14001 certifications and remaining plants have conducted gap audits with Lloyds Register and are working toward 14001 registrations for FY17.

FY17 Group Objectives

- Continue to explore initiatives to reduce emissions, water consumption and energy per tonne production/throughput.
- Assess the feasibility of a centralised environmental reporting software solution.
- Implement environmental continuous improvement projects focusing on air, water, energy and waste.
- Implement a refreshed Safety, Health & Environmental Plan.



Highlight:

Traceability is an area of growing importance within the food and beverage industry, driven by consumer demand for clear visibility of the origin of food ingredients. Manufacturers, retailers and consumers are placing an increasing importance on knowledge regarding the origin of food and beverage products. These concerns are especially important in the brewing and distilling industries with increasing investment into the establishment and maintenance of premium beer and spirit brands. GrainCorp Malt in the United Kingdom prides itself on supplying top quality Malt to its customers and as such boasts a world class traceability program, known as **Red Tractor Farm**. All grain processed with **Red Tractor Farm Assurance** system must meet certain criteria that addresses both quality control and environmental factors such as the use of potential pollutants and the sustainable treatment of land.

COMMUNITY

We strive to help support and sustain the local communities in which we operate

We recognise that being part of their community is of critical importance to all of our people across the eight countries we operate in. At GrainCorp we do what we can to make a positive contribution to each of these communities, beyond just being a part of them.

GrainCorp Community Fund

The GrainCorp Community Fund provides financial support to organisations and projects that contribute to local community development in our operating regions around the world. Applications are assessed for the extent to which they benefit the community.

FY16 Group Results

Each year, GrainCorp commits to donating up to AUD\$400,000 to various initiatives via the GrainCorp Community Fund. This year donations included:

- The Murrayville Recreation Reserve, which received AUD\$25,000 to install new lights for netball/basketball/tennis courts. GrainCorp operates a grain receival site in Murrayville, Australia.
- The Waaia Football Netball Club, which received AUD\$17,000 for the installation of a cool room for food and beverage storage. The Waaia township is close to GrainCorp's newly upgraded Oils site in Numurkah, Australia.
- The Frankleigh Park kindergarten, which received NZD\$12,500 for the installation of shade umbrellas. The kindergarten is local to the GrainCorp Oils site in New Plymouth, New Zealand.
- TG Osthofen Handball Office, which received EUR€2,500 to purchase jerseys and training equipment for 14 of their junior teams. GrainCorp Malt's Schill Malz head office is located in Osthofen, Germany.

GrainCorp Sponsorship

Each of GrainCorp's businesses engage in sponsorship activities as relevant to their operations. Where possible, GrainCorp also supports the community initiatives of its customers. Sponsoring events such as the Coonamble show in Australia, allows our domestic Marketing and Storage & Logistics country operations teams to connect with and support local growers in a meaningful way while also contributing to the local community. Other examples of sponsorships undertaken during the year are shown below.

FY16 Group Results

- Sponsorship of **Numurkah Football Netball Club**, who have 20 football and netball teams made up of local community members. GrainCorp Oils has a crushing and refining site in Numurkah.
- Sponsorship of a table at the **All In For Kids Charity Poker Tournament** in Calgary, Canada – organised by **Kids Up Front**, a Calgary organisation that seeks to give unused concert, sports and show tickets to underprivileged children.
- Sponsorship of the annual charity bike event **Pollie Pedal** in Australia, where federal politicians ride through communities to raise awareness and funds for important causes. This year's ride raised funds for **Carers' Australia**.



- Sponsorship of a table at the **Pulse Gala Dinner** in Australia, where over 300 growers, advisors and industry leaders attended, providing an excellent forum for growers and agronomists from different corners of Victoria to discuss farming practises and share information.

Support to fundraising and volunteering opportunities

At GrainCorp we believe that whether it is an individual effort or a team based contribution, working together for the benefit of the community is extremely rewarding. Many fundraising activities were undertaken during the year, supporting causes ranging from the **Women's Refuge** in Australia to the Fort McMurray bushfires appeal in Canada.

FY16 Group Results

- Saxon Agriculture in the UK raised funds for **Leeway** who run refuges for abused families, and donated books and toys to **Action for Children**, who support underprivileged children.
- Members of the Storage & Logistics team in Emerald, Australia, joined the **Burrumbuttock Hay Runners** who provide supplies to drought stricken farmers in central west Queensland. Staff from the Emerald site donated and loaded eight tonnes of chickpea grain for delivery to struggling farmers for stock feed.
- Members of the Marketing team in Hamburg supported the **Hamburg Tafel**, which provides donated food to those in need, by assisting in the administrative and logistics processes. The team also organised a wine auction, raising EUR570 for donation to the organisation.
- The Storage & Logistics team from Wagga Wagga, Australia have been collecting toiletries (and other non-perishable items) donated by travellers to give to the **Angels for the Forgotten** who distribute individual packs to homeless people.
- The GrainCorp Leadership Group raised money for the **Blue Mountains Women's Refuge** at its annual conference.
- Members of the Storage & Logistics team took part in the **Wings for Life World Run** in Melbourne, Australia to raise money for research into spinal cord injury.
- Grant Gibson, Territory Manager from GrainCorp Oils' Feeds business in New Zealand took part in a 1,400km, nine-day bike ride to promote the awareness of depression and suicide

within rural farming communities. Funds raised were given to charities including **Life Education Trust, Rural Support Trust** and the **Taranaki Retreat**.

- Izzi Griffin, Grain Merchant for Marketing in Australia, took part in the **Seven Marathons in Seven Days** initiative, raising money for **Bravehearts**, Australia's leading child protection advocate.
- Great Western Malting and GrainCorp Malt Vancouver, USA donated school supplies for the children at the local Fruit Valley Elementary School in Vancouver.

- Over 70 GrainCorp Oils employees attended the **Round the Bays** run in Auckland, New Zealand. The event raised NZD\$10,000 for **Heart Kids**, a charity that supports New Zealand children and their families affected by congenital heart disease.

GrainCorp gets top guernsey

GRAINCORP now bears the number one footy jumper, thanks to a Numurkah Football Netball Club gift in gratitude for the company's major sponsorship.

Club president Paul Arnel presented the framed number one senior jumper to GrainCorp general manufacturing manager Dave Tarquini, to thank the company for its support.

"Such support allows us to provide the level of facilities

and care we currently enjoy," Mr Arnel said.

He said the NFNC had recently installed a big-screen electronic score board, a kids' play ground, and was currently installing shade-cloth, thanks to the major sponsorship.

"It allows us to budget ahead knowing we can do these types of projects and maintain these facilities for our sports people."

Mr Arnel said the club

has 20 footy and netball teams that play from Friday through the weekend.

"We are proud of the service to the community," he said.

Mr Tarquini said GrainCorp was keen to support the club.

"The Numurkah site has demonstrated its support for local agriculture and regional developments with our recent investments," he said.



Thanks ... NFNC secretary Vanessa Hoffmann, and president Paul Arnel, with GrainCorp's Dave Tarquini (centre).

Source: Numurkah Leader, pg.9, 02/09/16

- GrainCorp Malt teams in North America donated CAD\$8,000 to those affected by Canada's Fort McMurray bushfires, which forced the largest wildfire evacuation in Albertan history. The donations were matched by GrainCorp and by the Federal and Provincial governments, raising a total of CAD\$48,000 for the community.
- The GrainCorp Oils' team in East Tamaki, New Zealand support a community initiative called **Eat My Lunch** which sells and delivers pre packed wholesome lunches to workplaces. For every lunch they sell, they donate a lunch to an underprivileged child at school.



Highlight:

GrainCorp Oils team in East Tamaki, New Zealand support Eat My Lunch

The GrainCorp Oils team from East Tamaki in New Zealand has been involved in a community initiative called **Eat My Lunch** which sells and delivers pre-packed wholesome lunches to workplaces. For every lunch they sell, they donate a lunch to an underprivileged school student in the area – a great way to support local families. In addition, the team donates some of their excess product to Foodshare who collects quality excess food from commercial businesses and donate it local charities and social service agencies. This provides vital supplies to vulnerable members of the community, reduces the amount of food waste that goes to landfill and reduces the cost of disposal.

- GrainCorp Malt employees in Calgary, Canada donated boxes of hygiene items, school supplies and toys to underprivileged children in Uruguay, El Salvador, Guatemala, Sierra Leone, Guinea Bissau, Venezuela and Iraq via a charity called **Samaritans Purse**.

FY17 Group Objectives:

- Continue supporting local communities through the Community Fund program.
- Continue skilled volunteering and in-kind contributions.

Aboriginal and Torres Strait Islanders: Employment and Community Engagement

At GrainCorp, we value our relationship with Aboriginal and Torres Strait Islanders communities. We are working to strengthen these relationships through our Reconciliation Action Plan (RAP) which sets out our strategy to engage with Aboriginal and Torres Strait Islander communities and employees to create practical initiatives that will help to foster a mutual understanding of each other's culture.

This year we have begun the process of creating a centralised RAP committee which will include representatives from across GrainCorp's Australian business to ensure input from each region, facilitate knowledge sharing across the group and provide support to local management in delivering RAP initiatives. In 2017, the committee will conduct a review of the program and its performance to date, and aim to launch a new RAP for 2017-2020.

We also believe that creating a workplace culture that supports and values the employment of Aboriginal and Torres Strait Islander employees is important to our success as a business. Through our partnership with the **Clontarf Foundation**, which assists young Aboriginal and Torres Strait Islander men in gaining entry to the workforce, we offer school-based traineeships within our Storage & Logistics business.

Examples of GrainCorp's engagement with the Aboriginal and Torres Strait Islander community during the year include:

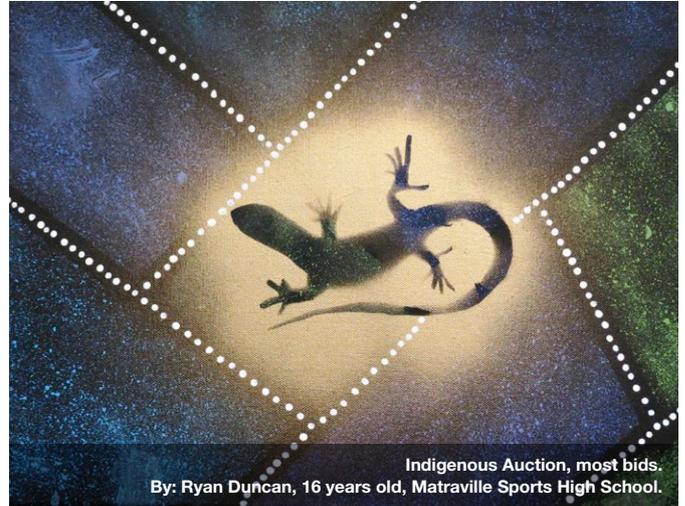
FY16 Group Results

- The RAP Committee ran the 3rd Annual Indigenous Art Auction, raising AUD\$10,000 for several schools in inner Sydney.
- GrainCorp employees volunteered to ride in the Annual **Sydney to Wollongong Bike Ride** event to raise money for Multiple Sclerosis. GrainCorp sponsored members of the **Clontarf Foundation** and supported them throughout their preparation for and participation in the event.
- Sponsored the **SW Indigenous Network Golf Day** at the Toowoomba Golf Club in Queensland.
- Raised employees' awareness of the Aboriginal and Torres Strait Islander community through the celebration of Reconciliation Week and NAIDOC Week by the organisation of localised events such as team morning teas. The Carrington silos in Australia were also lit up in recognition of these events.
- Four school-based traineeships are currently being completed by Aboriginal and Torres Strait Islander children with Storage & Logistics in partnership with the **Clontarf Foundation**.
- One Aboriginal and Torres Strait Islander school-based trainee commenced permanent full-time work.
- Two Aboriginal and Torres Strait Islander school-based trainees commenced part-time work.
- A new three-year agreement has been signed to provide funding to support the **Clontarf Foundation's** Academy programs.

FY17 Objectives

- RAP Committee to review existing RAP and launch a new RAP for 2017-2019.
- Develop a whole-of-GrainCorp strategy for Aboriginal & Torres Strait Islander employment with the support of Aboriginal and Torres Strait Islander community members such as the **Clontarf Foundation**.

GrainCorp's 2016 Indigenous Art Auction: Examples of Artwork



The Clontarf team in the Sydney to Wollongong bike ride



Highlight:

GrainCorp's sponsorship of Clontarf team in Sydney to Wollongong bike ride

GrainCorp was proud to sponsor 37 boys and seven of their mentors from the Clontarf Foundation along with a team of volunteers from GrainCorp to raise money for Multiple Sclerosis by completing the annual Sydney to Wollongong bike ride in Australia. Training for the 58km course provided a good incentive for the team to improve their fitness and was an excellent way for GrainCorp employees to strengthen their relationship with the Clontarf students. Additionally, the shirts worn by the team featured artwork by Shontae Gundy from Doonside Technology Highschool in Sydney. Shontae's artwork was among the most popular in GrainCorp's 2015 annual Indigenous Art Auction. The Auction was run for the third time this year and raised AUD\$10,000 with all proceeds donated to Matraville Sports High School, Campbelltown Performing Arts School, Glebe Public School, Redfern Jarjum College, Green Square School and Our Lady of Mount Carmel School to help fund their Indigenous programs that provide literacy and numeracy resources, art supplies and help cover the cost of uniforms and camps for underprivileged students.

GOVERNANCE

Focus Areas

- Corporate Governance
- Code of conduct
- Charters and policies

Governance

The Board is responsible for the oversight of GrainCorp's Sustainability Performance. GrainCorp's Corporate Governance Statement is available on its website www.graincorp.com.au.

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

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

Corporate Governance

GrainCorp's Board of Directors has overall responsibility for corporate governance and has a framework to manage corporate governance. The board is supported by board committees including:

- Board Audit Committee
- Business Risk Committee
- Safety, Health, Environment and Governance Committee
- People, Remuneration and Nominations Committee

We report to the eight ASX Principles documented in our Corporate Governance Statement. Details regarding our corporate governance practices can be found in the 2016 Annual Report available on our website.

Code of Conduct

Our code of conduct:

- Provides direction on avoiding and managing conflicts of interest
- Prohibits fraud

- Requires full compliance with laws and regulations
- Prohibits involvement in corruption or bribery
- Fosters the highest standards of integrity and business ethics
- Encompasses an independently managed whistleblower procedure
- Prohibits the contributions or donations to a political party or candidate, for consideration or favourable treatment

As part of our commitment to conducting our operations in compliance with international anti-corruption regulations and abiding by all applicable laws, we have become a member of TRACE International, a specialist provider of anti-bribery compliance programs.

Breaches of our Code of Conduct are considered serious and may result in disciplinary action.

Charters and Policies

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

- ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (Australia)
- Corporate Social Responsibility (CSR) Reporting through SEDEX (not for profit membership organisation dedicated to driving improvements in ethical and responsible business practices in global supply chains), EcoVadis & the Carbon Disclosure Project (Malt)
- Australian Renderer's Association (Oils)
- Australian Oilseed Federation (Oils)
- Biomass and Biofuel Sustainability Voluntary Scheme (Storage & Logistics)
- Certified Sustainable Palm Oil (Oils, Storage & Logistics)

- Hazard Analysis and Critical Control Points (Malt, Oils, Storage & Logistics)
- FSSC 20000, Food Safety System Certification (Canada)
- Halal and Kosher certification (Malt, Oils, Storage & Logistics)
- International Sustainability and Carbon Certification for Sustainable Canola
- National Code of Practice for the control of Workplace Hazardous Substances
- National Greenhouse Energy Reporting (Australia)
- TRACE International
- ISO 9001 Quality Management Systems (United Kingdom, Germany, Australia, and New Zealand)
- ISO 14001 Environmental Management Systems (Australia, United Kingdom and New Zealand)
- ISO 31000 Risk Management
- AS/NZ 4801 Safety Management Systems (Australia and New Zealand)
- OHSAS 18001 Occupational Health and Safety Standard (Australia, Canada, UK, Germany, USA and New Zealand)
- ISO 50001 Energy Management System (Germany)
- ISO 22000 Food Safety Management System (Germany)

Industry Associations

- Grain Trade Australia
- Grain and Feed Trade Association
- GrainCorp is a member of various industry bodies including:
- Australian Sustainable Business Group
- SAI Platform-Sustainable Agriculture Initiative Australia
- National Farmers Federation
- Australian Food & Grocery Council Agribusiness Forum

STAKEHOLDERS

We recognise that stakeholders are those who have a direct or indirect impact on our business, or who are directly or indirectly affected by our business. We understand that stakeholders have the ability to influence our business outcomes, both positively and negatively, and that we need to establish and build mutually beneficial relationships. We consider our key stakeholders to be:

STAKEHOLDERS	HOW WE ENGAGE	AREAS OF INTEREST
Customers Employees Investors Debt capital providers Regulators Industry bodies Grower representative organisations Government Media – national and local Community bodies Equity research analysts Proxy and governance advisors	GrainCorp complies with its disclosure obligations and frequently updates stakeholders with information relating to additional areas of interest. We engage with stakeholders directly and indirectly through market updates and briefings, written updates, media statements, formal engagement processes, participating in committees and governance forums, formal submissions and community partnership activities.	In the past year we have engaged with stakeholders on issues including financial and operational performance, regulation, corporate governance, community relations activities.

GLOBAL REPORTING INITIATIVE

Addressing material issues

The GRI provides an internationally recognised framework for sustainability reporting. This report addresses material issues using the standard disclosures from the GRI G4 sustainability reporting guidelines. The report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

It is our intention to report in accordance with the GRI G4 core standard disclosure in our next reporting cycle.

Assurance

This report has not undergone external assurance by a third party.

GRI Ref	Description	Covered	Page Reference
STRATEGY AND ANALYSIS			
G4-1	Provide a statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	Yes	Page 2, 3
ORGANISATIONAL PROFILE			
G4-3	Report the name of the operation.	Yes	Page 1
G4-4	Report the primary brands, products and services.	Yes	Page 1
G4-5	Report the location of the organisation's headquarters.	Yes	IBC
G4-6	Report the number of countries where the organisation operates.	Yes	Page 1
G4-7	Report the nature of ownership and legal form.	Yes	Annual Report Page 109
G4-8	Report the markets served (including geographic breakdown, sectors served and types of customers and beneficiaries).	Yes	Page 1
G4-9	Report the scale of the organisation, including total number of employees and operations, net revenues, quantity of products or services provided.	Yes	Page 8 Annual Report Page 16
G4-10	Report the total number of employees by: employment contract and gender; permanent employees by employment type and gender; total workforce by employees and supervised workers and gender; workforce by region and gender; self-employed; any significant variations in employment numbers due to season, etc.	Yes	Page 8, 9
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	Yes	47% of employees are under collective bargaining agreements
G4-12	Describe the organisation's supply chain.	Yes	Page 1
G4-13	Report any significant changes during the reporting period on the organisation's size, structure, ownership or its supply chain.	Yes	Annual Report Page 23
G4-14	Report whether and how the precautionary principle is addressed by the organisation.	No	GrainCorp does not explicitly reference the precautionary approach in its risk management framework.*
G4-15	List externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses.	Yes	Page 18
G4-16	List memberships of associations.	Yes	Page 18
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	List all entities included in the organisation's consolidated financial statements.	Yes	Annual Report Pages 85-86
G4-18	Explain the process for defining the report content and the Aspect Boundaries; Explain how the organisation has implemented the Reporting Principles for Defining Report Content.	Partial	Page 2
G4-19	List all the material Aspects identified in the process for defining report content.	Yes	Page 2, 3
G4-20	For each material Aspect, report the Aspect Boundary within the organisation.	Yes	All material Aspects listed in our sustainability reporting framework have impacts within and outside our organisation.

* In day-to-day operations we employ sound risk management practices which are in line with ASNZS ISO 31000:2009 which is described in our Corporate Governance Statement available on our website.

GRI Ref	Description	Covered	Page Reference
G4-21	For each material Aspect, report the Aspect Boundary outside the organisation.	Yes	All material Aspects listed in our sustainability reporting framework have impacts within and outside our organisation.
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for restatement.	Yes	Page 12, 13
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Yes	There are no significant changes in the Scope and Aspect Boundaries.
STAKEHOLDER ENGAGEMENT			
G4-24	Provide a list of stakeholder groups engaged by the organisation.	Yes	Page 18
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Yes	Page 18
G4-26	Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically for the report preparation process.	Partial	Page 18
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns.	Yes	Page 18
REPORT PROFILE			
G4-28	Reporting period.	Yes	IFC
G4-29	Date of most recent previous report.	Yes	IFC
G4-30	Reporting cycle	Yes	IFC
G4-31	Contact person	Yes	IBC
G4-32	Report the 'in accordance' option the organisation has chosen and report the GRI content index for the chosen option (core or comprehensive).	Yes	IFC
G4-33	Report the organisation's policy and current practice with regard to seeking external assurance for the report.	Yes	Not externally assured
GOVERNANCE			
G4-34 to G4-41	Refer to the G4 Reporting Principles and Standard Disclosures for a specific description of each reference.	Partial	Page 18
ETHICS AND INTEGRITY			
G4-56	Describe the organisation's values, principles, standards and norms or behaviour such as codes of conduct and codes of ethics.	Yes	Page 1, 18
MATERIAL ASPECTS			
PEOPLE			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	Partial	Page 8
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Yes	Page 7, 8, 9, 16
ENVIRONMENT			
G4-EN3	Energy consumption within the organization	Yes	Page 3, 12
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Yes	Page 12
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Yes	Page 12
G4-EN8	Total water withdrawal by source	Yes	Page 13
G4-EN22	Total water discharge by quality and destination	Yes	Page 13
COMMUNITY			
G4-EC1	Direct economic value generated and distributed-Community Investment	Yes	Page 14, 15, 16
HEALTH AND SAFETY			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Partial	Page 3, 4, 5

CORPORATE DIRECTORY

Chairman

Don C Taylor

Managing Director and Chief Executive Officer

Mark L Palmquist

Non-executive Director

Rebecca P Dee-Bradbury

Non-executive Director

Barbara J Gibson

Non-executive Director

Peter J Housden

Non-executive Director

Donald G McGauchie

Non-executive Director

Daniel J Mangelsdorf

Non-executive Director

Peter I Richards

Non-executive Director

Simon L Tregoning

Company Secretaries

Gregory Greer

Murray Floyd

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GNC

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Feedback and further information

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