



Wine
Australia

How to create a sustainability strategy

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Using this guide

This sustainability communications guide serves as a comprehensive resource for small to medium sized grape and wine businesses to facilitate an increase in sustainability reporting, disclosures and promotion. The information contained within may be adapted to suit any organisation seeking to:

Establish or improve a sustainability strategy

Commence sustainability communications

Demonstrate a commitment to sustainability

Track and report sustainability performance

The guide is designed to assist grape and wine producers proactively communicate sustainability related information. In particular, the guide aims to help grape and wine businesses respond to requests for sustainability related information arising from wine retail customers.



The importance of sustainability communications

Sustainability communications build a bridge between an organisation’s environmental and social goals and its stakeholders. Effective sustainability communications enhance the organisation’s reputation and help to build trust as well as drive positive social and environmental change. Further benefits of effective sustainability communications are listed in Table 1.

Table 1: Effective sustainability communications have multiple benefits for grape and wine stakeholders.

Sustainability communications enables and fosters	Benefits
Stakeholder engagement	Builds customer loyalty, employee engagement and meets investor and community expectations.
Regulatory and legal compliance	Effective communications project, plan for and meet regulatory and legal compliance
Builds trust and credibility	Brands committing to the adoption and communication of genuine sustainability efforts benefit from enhanced brand reputation, differentiation and consumer trust
Drive real impact	Those communicating sustainability targets and goals drive change within their own organisation and establish a leadership position to influence intra-sector businesses
Meet market demands	Consumers and retail customers prefer brands that disclose their sustainability practices. Those brands meeting these demands, gain access to more markets
Protect the long-term viability of companies	Processes used to improve environmental and social impact and communicate such improvements, require an organisation to consider and mitigate risks and opportunities that may not have been considered through typical business planning options

Core principles of sustainability communications

In recent years, many businesses have been called out for 'greenwashing'. This includes publishing inaccurate, untrue or misleading environmental and social claims.

When publishing information related to the environmental or social impacts, targets and actions of your organisation, the following apply:

- **Transparency and honesty.** Be truthful about successes and failures. If targets are not met, be open and clear about these failings. Utilise quantifiable and time-bound targets and actions (see Developing your sustainability messaging).
- **Authenticity and credibility.** All claims must be defensible and supported by credible evidence, i.e., data and information.
- **Consistency across platforms.** It is important that sustainability messaging is consistent across all communication channels.
- **Engagement and inclusivity.** Communications should be informed by various stakeholders, inviting collaboration and dialogue. Those collecting the data and managing the reporting process can educate the communications and marketing staff creating the communications documents.
- **Clarity and accessibility.** Use simple and clear language. Avoid jargon and the use of scientific language. Aim to simplify complex processes and projects, so that the information can be readily absorbed by a wide audience.



Developing your sustainability messaging

Sustainability messaging benefits from a bespoke approach, that is considerate of an organisation’s purpose, values and differentiating factors. The following are key when designing messaging.

Aligning messaging with organisation values
A sustainability strategy must align with, and ideally, will influence the organisation’s strategic plan. The sustainability strategy and subsequent reports benefit from alignment with the existing organisation values.



Defining clear goals and objectives

A sustainability strategy should incorporate SMART actions and targets that can be assessed to determine both their impact and efficacy. SMART actions and targets are as follows:

- Specific.** Clear and specific, answering the questions of what, where, when and why. This helps focus efforts and clearly defines what is to be achieved.
- Measurable.** Goals should include criteria to measure progress and success. This allows you to track progress and know when the goal has been accomplished.
- Achievable:** Goals should be realistic and attainable. They should stretch your abilities but still be possible to achieve, taking into account available resources and constraints.
- Relevant.** Goals should matter to the organisation or individual and align with broader objectives. They should be relevant to the overall mission and priorities.
- Time-bound.** Goals should have a clear timeline, including a start date and a deadline. This creates a sense of accountability and helps prioritise tasks.

Purpose:
Information contained within any business plan should be true, accurate and supported by evidence. Quantifiable statements are measurable. This means that progress against the quantifiable statement can be assessed.

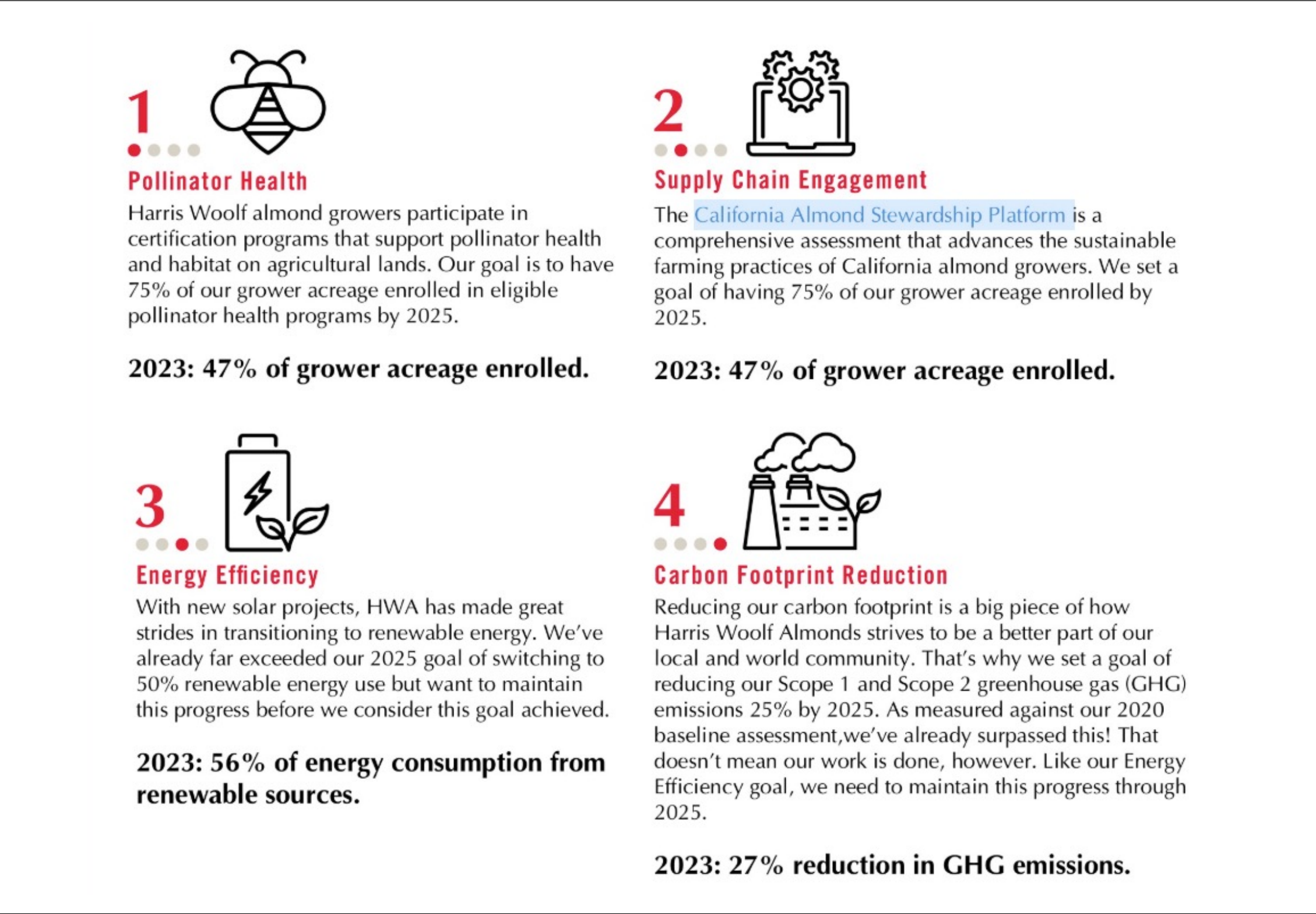
Time-bound targets ensure that the organisation publishing a public commitment are accountable to the delivery of a particular target within a listed period.

Suitable length:
The number of targets and actions included within a strategy is relative to the size, ambition and complexity of the reporting business. There is no ideal number of actions and targets or a suitable length of pages to contain the actions and targets within.

It is recommended that small to medium sized businesses (SMEs) limit targets and actions to allow for upskilling in the process of data collection

and reporting. When designing a sustainability strategy, it is important to start with a small number of refined focus areas, targets and actions. Further information related to refinement of topics is included within the Focus Areas section (see an example of refined focus areas for a nut production company in Figure 1).

Figure 1: Harris Woolf Almonds 2023 Impact Report is an example of an organisation with a well-refined set of focus areas, aligned to the organisation’s business goals (Harris Woolf Almonds, 2023).





Target audience segmentation

Tailor information to different stakeholder groups based on the interests, concerns and the type of information they need (see Table 2).

Table 2: Recommended actions per stakeholder group.

Stakeholder group	Recommended actions
Retail customers	Focus on how your actions assist the customer to achieve their sustainability goals.
Consumers	Focus on product sustainability, transparency and how consumers can contribute to sustainability
Investors	Emphasise financial returns related to sustainable business practices and risk management
Employees	Showcase the organisation’s commitment to sustainability in the workplace and offer opportunities for engagement
Media and NGOs	Focus on industry leadership, collaborations and high impact projects
Protect the long-term viability of companies	Processes used to improve environmental and social impact and communicate such improvements, require an organisation to consider and mitigate risks and opportunities that may not have been considered through typical business planning options

Crafting key sustainability messages

All communications should address the following:

Clear concise and impactful
Sustainability doesn't have to be complex. Focus on clear, concise and impactful messaging. Easily understood and truthful messages help stakeholders to understand your organisation's approach to sustainability topics.

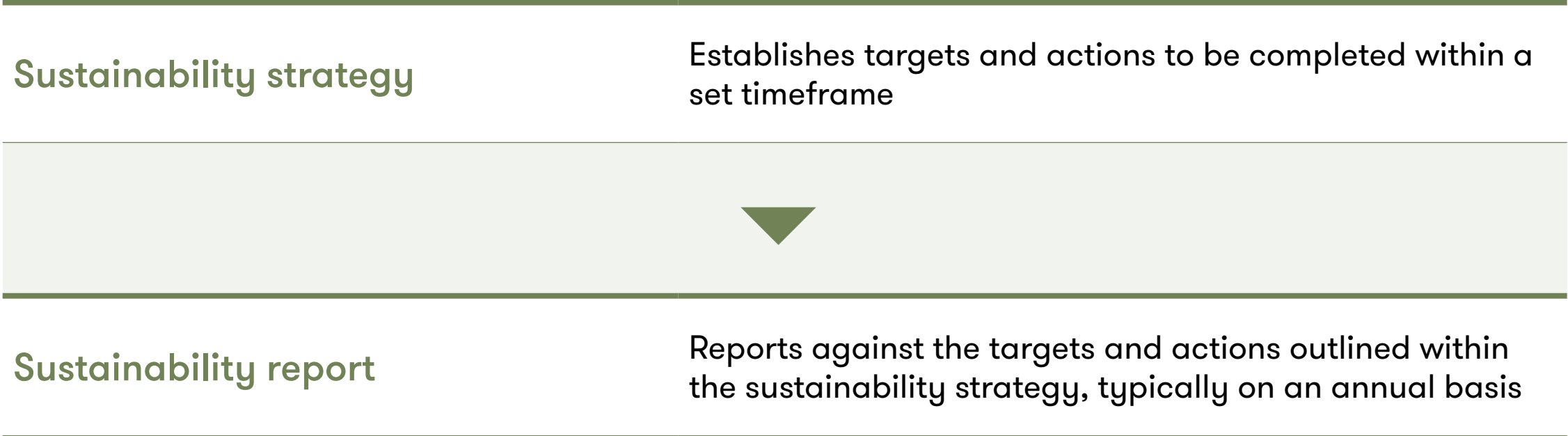
Tone and voice
Choose an appropriate tone that is reflective of your brand's voice and values and allows for easy absorption of messages.

Data-driven storytelling
Metrics and data when used in combination with stories are impactful. Use stories to demonstrate change. Provide the context of your achievements and support with evidence.

The "why" behind sustainability efforts
Helping to expand on the why of actions, helps to bring stakeholders on a journey and understand the importance of certain actions or achievements. Help stakeholders to understand the relevance and importance of the problem you are aiming to solve.

Sustainability strategy
A sustainability strategy is typically an organisation's primary sustainability communications vehicle. The strategy guides the actions taken by an organisation, in order to achieve its environmental and social goals. At a minimum, a strategy establishes a pathway to reduce environmental harm and to increase benefits to society. At its most effective, a strategy stimulates industry-wide change and creates public and environmental good. A sustainability report is published to communicate progress against actions and targets outlined in a sustainability strategy.

Figure 2: The relationship between a sustainability strategy and sustainability report.



Sustainability, impact or ESG?

In recent years the term ESG (Environmental Social Governance) has emerged as a means of communicating an organisation's approach to sustainability. ESG empowers an organisation to monitor and report sustainability outputs, through the capture and communication of evidence. ESG primarily utilises quantifiable data to shape targets and actions and demonstrate progress and achievements.

Alternative terms also used to communicate an organisation's approach to sustainability include CSR (Corporate Sustainability Reporting) and Impact Reporting. Whilst there are theoretical differences between each term, most organisations use the terms interchangeably and the purpose of each term is similar; to provide a mechanism to report environmental and social performance.

The term CSR is not commonly used in Australia and is considered by many a narrower approach to reporting, compared to ESG, sustainability or impact. There is not one agreed upon definition of each term. As such, you may choose which term best fits your organisation. For the purpose of this guide, the term sustainability is preferred to ESG, CSR or impact.



A sustainability strategy communicates the manner in which an organisation will consider and actively aim to drive improved social and environmental performance in balance with the organisation's economic goals. At the core of a strategy is a recognition that all organisations directly rely on and benefit from nature and people. Ensuring the long-term functionality of ecosystems and societies benefits everyone. Aligning an organisation's practices, targets and actions with sustainability principles helps organisations increase productivity, efficiency and mitigate potential risks.

In essence, an effective ESG strategy contributes to the organisation's long-term survival and increases resilience to economic, environmental and social risks.

Research shows that communicating sustainability (Gong, Xiao, Tang, & Li, 2023):

- Expands brand reach and brings in new consumers
- Increases access to current and emerging markets
- Increases brand differentiation

Benefits and opportunities

A sustainability strategy is an opportunity for an organisation to influence and educate their customers, suppliers, community and industry.

The strategy communicates to new and existing customers how the organisation operates as a responsible corporate citizen. Benefits of a sustainability strategy are captured in Table 3.

Table 3: Key benefits of a sustainability strategy.

Why develop a Sustainability Strategy?

1	Define sustainability in the context of your business and brand
2	Collate all existing activities and topics into one cohesive strategic framework
3	Establish a mechanism to set and report against existing targets
4	Communicate the intent, ambition and action in relation to your chosen sustainability topics and focus areas
5	Demonstrate how your stated actions and targets align with sector, local, state and national targets
6	Optimise environmental and social opportunities and mitigate risks

The rise of sustainability reporting

Sustainability reporting has arisen out of an increased concern that the manufacture of most goods and delivery of services can and often does have a detrimental impact on people and the environment. The impact of one organisation or product is not necessarily equivalent to that of another. Sustainability reporting allows a consumer, investor or customer to analyse an organisation’s sustainability credentials and determine if the organisation is a responsible corporate citizen.

As of January 2024, ninety eight percent of ASX100 (the largest 100 publicly listed companies in Australia) organisations report sustainability performance (KPMG, 2023). Performance is primarily demonstrated through quantifiable metrics and evidence, such as data, audits and certification.

The introduction of legislation within the European Union, California and Australia requiring organisations to report sustainability, has led to an increase in the number of businesses developing sustainability strategies and reports.

Core elements of a sustainability strategy

All sustainability strategies differ and reflect the nature and values of the relevant organisation. However, there are common elements that exist amongst most strategies as businesses seek to ensure their strategy complies with legislation and meets the needs of their customers.

The information below provides some of the elements that are considered essential to the development of a strategy for a small-to-medium sized grape and/or wine business.

A public-facing strategy

The sustainability strategy and subsequent reports are most organisation’s primary communications vehicle. The public-facing strategy represents an opportunity to showcase your sustainability actions, targets and achievements.

An organisation may elect to develop two strategies; an internal implementation plan incorporating detailed actions and information and a public-facing strategy. The public-facing strategy is a high-level summary of the internal implementation plan, designed to showcase focus areas, ambitions, past achievements and the most important targets and actions.

For the purpose of this guide, the focus is the development of a publicly available strategy. Key details of the public facing strategy are included in Table 4.

Table 4: Key elements of a public-facing sustainability strategy.

Public facing strategy	
Length	10 - 20 pages including cover, contents and ends.
Strategy duration	A typical sustainability strategy is future focused and usually includes actions and targets for the next three to five financial year periods.
Scope of strategy	Environmental, social and governance reporting. All non-financial topics and priorities related to the business may be communicated through a sustainability strategy.
How do you communicate progress against the listed targets?	Organisations that choose to publish a sustainability strategy commonly elect to publish either an annual or bi-annual (two yearly) sustainability report. The report tracks and reports progress against the targets listed within the strategy.
Who is the target audience?	There are multiple target audiences. The sustainability strategy is usually the first and most comprehensive communications tool used to promote a business’s approach and plans.

Materiality assessment

A materiality assessment assists an organisation to determine the sustainability topics that are of the greatest relevance and importance, through a prioritisation process.

Purpose:

The purpose of a materiality assessment is to prioritise the sustainability matters and topics that are of the greatest importance and relevance to an organisation. A materiality assessment can also help the organisation to determine the urgency to which an organisation must respond to a particular topic.

A materiality assessment is a snapshot of the relevance and importance of each topic at the point in time when the assessment was conducted. The materiality of topics changes over time, based on various factors. A materiality assessment should be conducted at least every three years to determine if and how the materiality of sustainability related topics has altered over time.

The topics, targets and actions included within a business sustainability strategy are informed through a process, known as a double materiality assessment. This requires the organisation to investigate the environmental, social and governance reporting requirements of the stakeholders who interact with the business.

In the case of the Australian wine sector, materiality (relevant and important topics) is determined by:

- The impact of the business’ operations on the environment and people
- The long-term sustainability of the business (focusing on the greatest environmental, social and governance risks and opportunities facing the business)
- There are multiple stakeholder groups and external influences that contribute to a materiality assessment. These include (see Table 5):
- The context of the business sector, business purpose and unique features
- Compliance to international, national and state legislation
- Understanding and meeting the sustainability requirements of your customers. Customer requirements may vary, depending on the market
- Investor expectations
- Employee preferences
- Community requirements
- Communicating your needs and expectations to your suppliers.

When presented visually, a materiality matrix helps organisations to prioritise the topics that are of most relevant and important (material) to the business (see Figure 1). The materiality of each topic will depend on the business function, purpose, country/ies of operation, applicable legislation and the varying needs of their customer base. For example, a grape producer selling grapes to a winery will need to consider the environmental- and social-related legislation that not only applies to the winery, but also its customer, often a major retailer.

Table 5: The recommended process for determining the materiality of sustainability topics.

Identify and assess impacts on an ongoing basis, via a double materiality assessment. This includes impact materiality and financial materiality.

Impact materiality: Assess the company’s impact on the environment and society (both positive and negative). This includes actual and potential impacts over short, medium and long-term.

Financial materiality: Assess how sustainability risks and opportunities could impact a company’s financial performance over a short, medium and long-term period.

Determine material topics for reporting

1. Understand the organisation’s context	Engage with relevant stakeholders, including: <ul style="list-style-type: none"> • Customers • Investors • Staff • Suppliers • Community and: Determine legislative requirements impacting both your business and your customer’s business	Test the material topics with experts and information users, i.e., your customers	Publish your material topics
2. Identify actual and potential impacts	3. Assess the significance of the impacts	4. Prioritise the most significant impacts for reporting	
What are the current impacts? How could these impacts alter over time? What can the organisation control? What are external influences, i.e., legislation, market trends etc.	Which impacts are the greatest?		

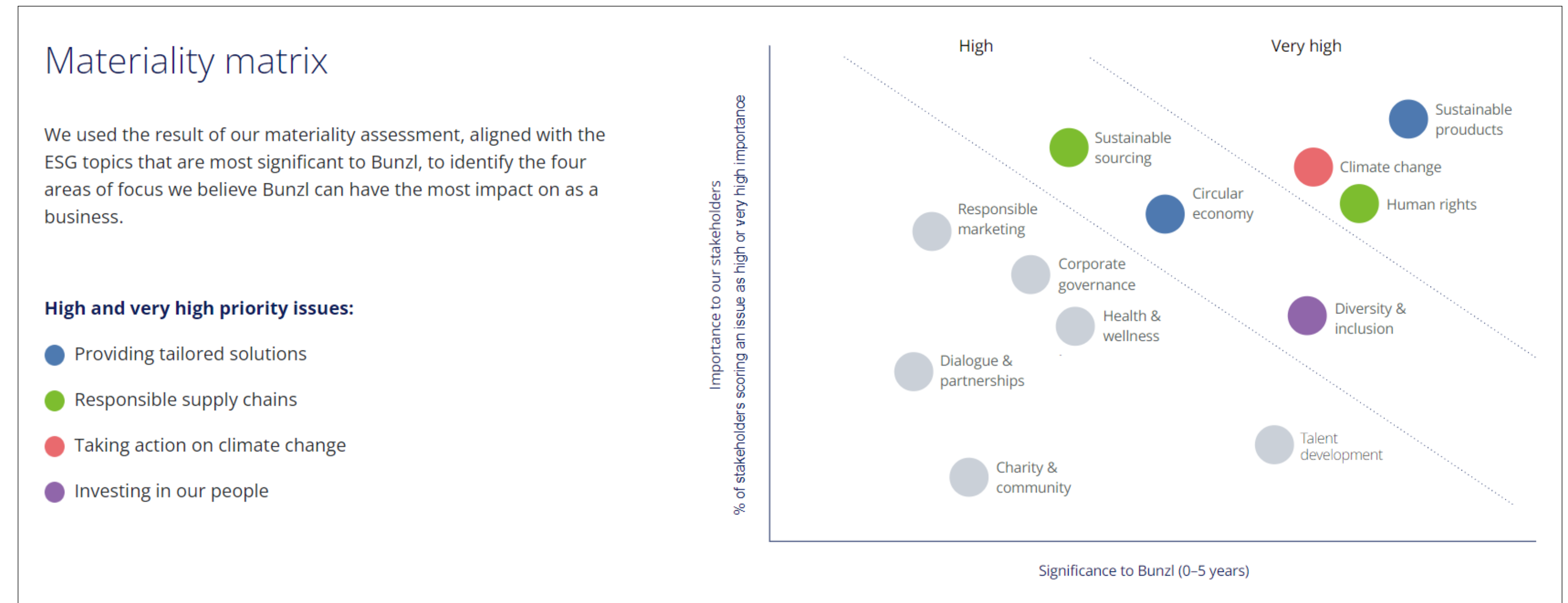
When designing your first materiality matrix and sustainability strategy, it is recommended that you prioritise:

- The topics that are of the greatest importance to your customers
- The topics that you are legally obliged to comply with

For most wine businesses the following represents the material topics that, at the time of writing, are important to retail customers. The materiality assessment in Figure 3 incorporates topics deemed as:

- Very high (issues to be addressed with high priority)
- High (issues to be addressed with an understanding of business and societal expectations)
- Other (issues to be aware of)

Figure 3: Bunzl Materiality Matrix (Bunzl, 2024).



Establish a baseline for your core ESG topics

Unlike most environmental management systems, ESG communications is driven by evidence.

Evidence	
Data	Qualitative
Unlike environmental management systems, ESG targets, actions and reporting are data driven. This allows for quantification of progress against targets and the use of easily understood metrics	For those targets that are harder to quantify through data. Qualitative evidence helps to demonstrate a commitment to particular practices and processes.

This may include quantitative data or qualitative metrics. Prior to implementing the actions to meet the targets you’ve established, it is essential that you understand your ESG performance baseline. Where are you now? Where would you like to be in 5, 10, 20 years’ time? How will you get there? How will you know you have achieved what you set out to achieve? What is realistic and achievable?

Common metrics that organisations track are outlined below in Table 6.

Table 6: Suggested sustainability topics and recommended information to include in a grape and wine business sustainability strategy.

Topic	Recommendations
Climate change and energy	Start the process by calculating direct emissions (Scope 1), and electricity emissions (Scope 2). Data required to calculate a basic emissions baseline includes: fuel consumption (litres), electricity (kilowatt hours) and natural gas (megajoules). Other Scope 1 emissions include emissions arising from wastewater, fertiliser use and refrigerant gases used for air-conditioning and cooling of wine, i.e., cold stabilisation. Calculations may also extend to indirect emissions, such as purchased goods and services, business travel and annual waste production.
Packaging, waste and plastics	The total quantity and/or volume of waste disposed of through your business operations. Waste must be categorised by category, including landfill, recyclable material, charitable donations and organics material. Waste management companies can provide data related to the number of waste collection services, total kilograms/or volume of waste collected. If available mass (weight) is a more accurate method to measure waste. However, given bins are collected based on volume, not weight, volume is also an appropriate proxy to measure.
Sustainable sourcing	Sustainable sourcing is an umbrella term that may be interpreted to mean many things.
Human rights and responsible labour practices	Ensure fair and equitable treatment of your own workforce and contract labour sources. Conduct due diligence practices and document such practices as evidence of a commitment to human rights
Soil health, biodiversity and nature protection	Develop mechanisms to showcase change over time. This may include photographs, soil and water monitoring results, quantification of the number of native plants planted within non-productive land etc.
Water	The use of meters to track water use over different growing and production cycles is important. Water may be categorized according to mains supply, regionally specific scheme water, groundwater, surface water (rivers and streams) and recycled water use. Whilst committing to water reductions may be challenged by weather and climate changes. It is important to demonstrate reductions from processes within your control, improved intensity metrics and efficient water use.

A word on evidence

Prior to establishing targets and actions, it is essential that the evidence required to demonstrate progress against such targets is available. Organisations will benefit from understanding the types of evidence required to demonstrate performance and the manner in which the evidence will be collected. Finance and management teams will need to determine costs of evidence collection, reporting and disclosures and the labour required to do so.

Channels and platforms for sustainability communications

Communications for any organisation takes various forms and modes. The messages that are supplied to employees are not the same as the messages delivered to customers or the public. Ensure that messaging is targeted to the audience you are engaging. Consider:

- How the audience will think about the information contained within the strategy
- The actions you would like the audience to take after reading your strategy
- The audience's perception of the feel of your brand

Internal

Employee engagement

Creating change within an organisation can be complex. Ensuring that employees are engaged and supportive of changes to environmental and social performance is essential to success. Employees should be engaged early, during the materiality assessment process, and subsequently throughout the strategy development, implementation and review periods. Employees responsible for the management of assets and operations, finance, procurement, marketing and communications are essential to the delivery of actions listed within a strategy. All actions and targets must be tested with such employee groups. This will:

- Help to establish employee buy-in
- Determine whether actions and targets are realistic, achievable
- Identify major and minor barriers to success, early in the process
- Allow these employee groups to align and meet their goals with the sustainability strategy targets and actions.

Ensure that all employees impacted by the sustainability strategy targets and actions are kept informed of implementation processes and consulted early.

Training and development

Employees are more likely to be supportive of particular actions and targets if they understand the reasons for inclusion, and value the targets and actions listed within the strategy.

An important part of this process is ensuring that potentially complex topics are effectively communicated to staff. This is likely to involve some form of training and development. When executed well, training and development allows for:

- Employees to connect the strategic actions and targets to their role within the organisation
- Knowledge building
- Skills development
- A formalised and safe environment to ask questions, seek clarification and test new ideas



External

Website and social media

For many consumers, your website represents a source of key information and may be one of the first touch points with your brand. The website is designed to communicate key information relevant to your organisation and of interest to your customers. If you stand for sustainability, ensure that resources and information related to sustainability is easily found within your website, and contains the messages that you want to communicate. As with all sustainability communications, information contained on the website must be truthful, accurate and authentic. Social media is a fantastic method of engaging consumers. The use of simplified messaging captured through sustainability reporting and the strategy can be promoted through social media to demonstrate the organisation's commitment to, and progress of, sustainability. The use of icons, simple messaging may be effective for social media photos and tiles. Videos represent a fantastic opportunity to deliver stories of success and overcoming adversity.

Press releases and media

Press releases are a strategic approach to delivering targeted messages, related to a specific achievement, announcement or promotional opportunity. In relation to sustainability, press releases can be utilised to highlight:

- Achievements
- Reportable metrics and data, that demonstrate performance improvement over time
- Key investments to boost efficiencies
- Replacement of damaging practices or infrastructure with more environmentally sensitive equivalents

Sustainability reports and certifications

Sustainability reports are the primary tool used by organisations to provide a comprehensive overview of sustainability performance. Reports act as one coherent and united document to communicate wins, failings, improvements and learnings. Reports are the document used to communicate key information that is important to your customers.

Certification allow an organisation to demonstrate their commitment to a robust and defensible environmental and/or social standard. Certifications demonstrate to your stakeholders that your organisation is trustworthy, committed and dedicated.

Events and webinars

An excellent way to demonstrate your organisation's leadership position is through hosting and contributing to events and webinars. Events and webinars allow you as an organisation to showcase your business operations, processes and learnings from actions to drive sustainability across your organisation.

Partnerships


Partnerships offer organisations the opportunity to extend their impact and reach through collaboration. Partnerships may exist with others within the same sector, throughout the supply chain, with charitable organisations or other organisations with similar goals. Successful partnerships are mutually beneficial and help all organisations involved achieve shared goals.



Focus areas

Focus areas are groupings of actions and targets, defined by the materiality assessment. Focus areas can either be topic driven, groupings of topics, action or a desired end state. For example. When first designing a strategy, an organisation will benefit from a refined set of focus areas and topics. Start small and build the strategy through future iterations.

When commencing your first sustainability strategy, focus areas should be limited and ensure your targets and actions address the key needs of your customers and legislative requirements of the country/ies of operation.



Organisation size	Small	Medium	Large
Strategy focus areas	3	3-4	3-5
Suggested number of topics	3 - 6	6- 9	10 – 16
Length of document	Less than 10 pages	10-15 pages	15 – 20 pages

Purpose:
Focus areas are essential for all strategies. Grouping various topics or targets into a small number of focus areas allows the reader to easily absorb information (examples are included in Figure 4 and Figure 5). For example, a wine business supplying wine to multiple countries will benefit from publicly disclosing information required by their most progressive customers.

Figure 4: Elk 2023 Transparency Report (Elk, 2023).

ELK AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)		
OUR PILLARS		
 PEOPLE	 PLANET	 PRODUCTS
OUR PEOPLE We provide our team with a safe and respectful work environment with flexible work options, opportunities for training and development and benefits to support health and wellbeing. SDGS 3, 8, 10	CARBON FOOTPRINT We measured our Scope 3 emissions for the first time and are committed to setting a science based Net–Zero emissions target by end of 2024. SDGS 7, 12, 13, 14, 15	CIRCULAR DESIGN We are using more recycled materials, reducing production waste, designing for long–life, supporting product care and repair, and developing a product take–back program. SDGS 6, 12, 14, 15
COMMUNITY We are making a conscious effort to increase our partnership with charities that have a significant focus on mitigating environmental impact, through our 1% for the Planet membership. SDGS 1, 5, 10, 17	PACKAGING + PRINTING We are removing unnecessary packaging, designing for re–use, and increasing our use of recycled and environmentally preferred materials. SDGS 3, 12, 14, 15	OUR MAKERS We work with a mix of small and large independent suppliers around the globe who are demonstrating their commitment to ethical practices and environmental stewardship. SDGS 1, 5, 6, 8, 12, 13, 17
DIVERSITY, EQUITY + INCLUSION We value a diverse, equitable and inclusive workplace and community, and will support and promote these values through our employment practices, product design and marketing. SDGS 5, 10	ELK SPACES We are designing ELK spaces to be better for people and the environment by using re–purposed furniture, low impact materials and environmentally conscious products. SDGS 3, 12, 15	RESPONSIBLE MATERIALS We are supporting sustainable forestry, regenerative farming, and clean chemistry by switching to ethically produced and environmentally preferred fibres and materials. SDGS 6, 12, 14, 15

Suitable length:

The number of focus areas should be kept to a minimum, in order to assist the reader to understand how your organisation views and promotes sustainability. Table 3 outlines different approaches to communicating focus areas, either by topic, grouped actions or desired end state.

Table 7: Examples of topic, action and desired end state focus areas.

Focus areas		
Topic	Grouped actions	Desired end state
Climate change and energy	Valuing our planet	Low emissions vineyards
Water		Efficient water use
Biodiversity		Flourishing landscapes
Human rights and labour	Enabling our people	A healthy and thriving work community
Diversity, Equity and Inclusion		
Work health and safety		
Reconciliation		Empowered First Nations communities
Community partnerships and support	Building communities	Connected communities
Governance	Sustainable governance	Responsible and transparent business practices

FY24 sustainability milestones



Valuing our planet



Climate action

- Qantas Climate Fund committed >\$100m including:
 - SAFFA¹: US\$50m in international SAF² development fund
 - Silva: \$20m in high-integrity nature-based ACCU³ projects (alongside investments from BHP and Rio Tinto)



Protecting nature

- Expanded partnership with the GBRF⁴ with a \$10m investment over the next 10 years
- Launched Nature Action Plan
- Project Wheatbelt: First planting complete and eucalyptus to bio-oil SAF study showing positive initial results



Reducing waste through circularity

- Removed >100m single use plastic items
- Inflight recycling covering 85% of Qantas and 99% of Jetstar domestic networks
- Co-led the launch of the Aviation Circularity Consortium in partnership with Nandina REM



Enabling our people



Supporting our people to feel safe and valued

- Launched Safe Space platform
- Recognised as Top Graduate Employer (Medium Sized Program) by AAGE⁵
- Launched QantasLive, providing regular connection for our people



Enhancing inclusion and diversity

- Recognised as a Gold Status Employer for LGBTQI+ inclusion by AWEI⁶
- Embedding the Group's first Access and Inclusion Committee and strategy
- Roll out of inclusive leadership, including First Nations Cultural Awareness training



Respect for Human Rights

- Reviewed the effectiveness of our grievance mechanisms from a human rights perspective
- Developed and implemented new assessment tool to help us better engage with suppliers about modern slavery during site visits
- In conjunction with others, established the MSAF⁷



Connecting customers and communities



Connecting the regions

- >\$1b procurement spend across businesses based in Regional Australia
- \$5m in Qantas Regional Grants⁸ to not-for-profit groups and projects across regional Australia
- >\$50m invested in regional resident fares⁹ with >75,000 total trips taken



Supporting communities

- New multiyear partnership with Australian Red Cross
- Qantas customers raised \$38m+ for UNICEF through the Change for Good program¹⁰
- StarKids partnership between World Vision and Jetstar raised \$12m+¹¹



Aboriginal and Torres Strait Islander partnerships

- \$29m of procurement spend with 35 First Nations businesses around Australia
- Engaged Thirriwirri, a First Nations business specialising in Indigenous Leadership and tailored programs for First Nations employees
- Unveiled Indigenous livery on first QantasLink A220 – Minyma Kutjara Tjukurpa

Figure 5: Qantas 2024 Sustainability Report (Qantas, 2024).



Foreword

Many organisations opt to include a foreword from the CEO, Managing Director or Chair of the Board in the opening pages of a publicly facing sustainability strategy. The foreword is an aspirational statement that captures the following:

- Business ethos
- Rationale for change
- Reasons for publishing a sustainability strategy or report
- Incorporates the organisational values and connects the values with the content of the strategy
- Future ambitions or mission statement
- References past achievements

Why include a foreword?

A foreword is an opportunity to connect your sustainability strategy or report to the organisation's broader strategy and purpose. It communicates the reasons for the strategy or report development and is an opportunity to set the tone of the strategy or report.

Suitable length:

A foreword should be no more than 300 words.

Vision statement

A vision statement is aspirational and seeks to communicate a desired future for the organisation. Well-constructed vision statements are simple, inspirational and encapsulate the organisation's values.

Why include a vision statement?

A sustainability vision statement serves several purposes. It fosters a sense of purpose, communicates the organisation's long-term goals to shareholders, customers and staff and ensures the vision aligns to the organisation's broader business culture.

Suitable length:

A vision statement may be one sentence or a short paragraph.



Achievements

It is important to communicate the past achievements of the business. Select the greatest achievements and communicate this in an easy to understand format. Use:

- Icons or photos (see Figure 2).
- Quantifiable statements, that allow the reader to understand what you achieved and why this is important, i.e., “Launched our first Reconciliation Action Plan: Reflect. We will incorporate First Nations knowledge across our business, seek to empower, reflect, listen, learn and act to achieve equality in our business.”
- Utilise figures, such as percentage reductions and numbers, i.e., “Calculated our carbon footprint and are pleased to announce that we’ve seen a 12% reduction in carbon emissions and a 26% reduction in emissions intensity against our FY19 baseline.” [Cotton On Group, 2022].

Why include an achievements section?

Achievements communicate progress, improvement and accomplishments.

Achievements listed in a sustainability strategy may be from a short time prior to strategy development. Listing achievements from many years prior to strategy development may be considered irrelevant and misleading. Achievements listed in a sustainability report should only communicate achievements within the previous financial year period or accumulative achievements.

Achievements must be truthful and justifiable. You must be able to provide evidence of your listed achievements. Avoid misleading and half-truthful statements.

Suitable length:

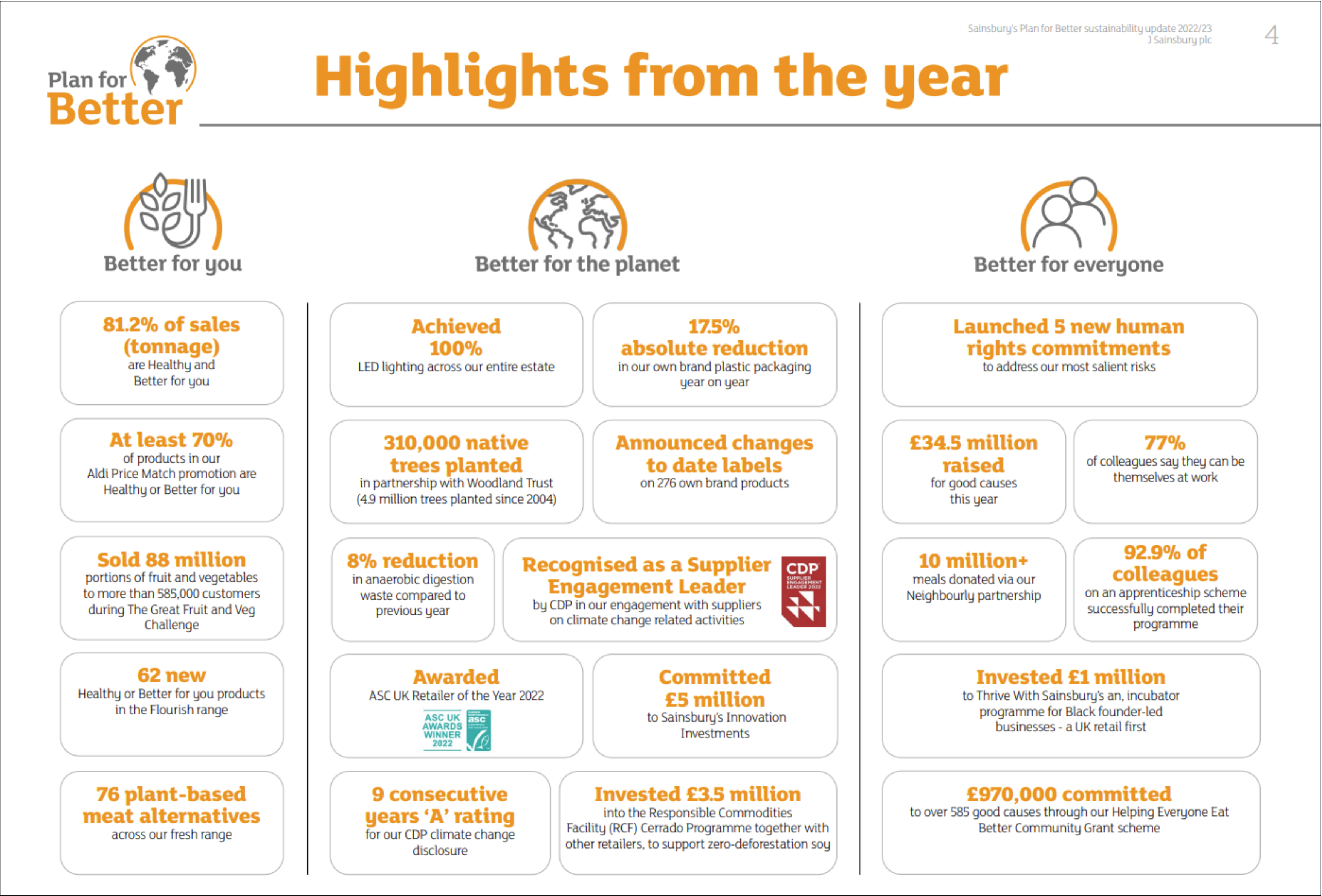
No more than one page. It is an opportunity to communicate your greatest achievements, not all of them. Strategies that effectively communicate achievements, limit the achievements to 18 or less (see Figure 6).

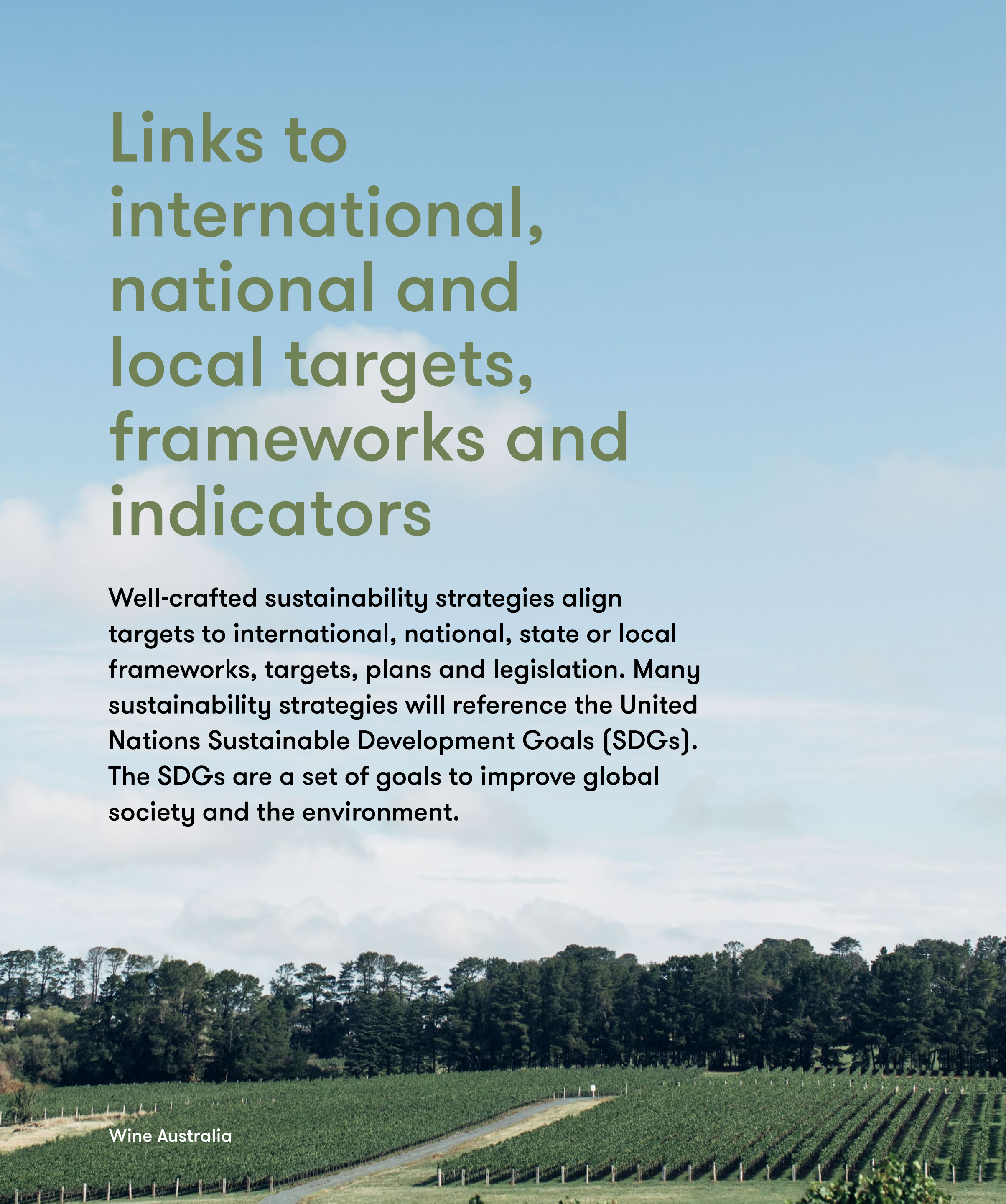


Figure 6: IKEA Sustainability Report FY23 (IKEA, 2023).



Figure 7: Sainsbury’s Plan for Better – 2022/23 sustainability update is a great example of achievements connected to the organisation’s three core focus areas (Sainsbury’s, 2022/23).





Links to international, national and local targets, frameworks and indicators

Well-crafted sustainability strategies align targets to international, national, state or local frameworks, targets, plans and legislation. Many sustainability strategies will reference the United Nations Sustainable Development Goals (SDGs). The SDGs are a set of goals to improve global society and the environment.

Purpose:




Aligning your business targets and actions to global frameworks and/or national targets can demonstrate how your business is contributing to nationally or globally recognised environmental and societal goals. This demonstrates your company’s commitment to higher level goals and targets.

Increasingly consumers and customers understand and recognise rigorous sustainability certification schemes. Alignment to a recognised and robust certification or commitment schemes (such as Climate Active, Sustainable Winegrowing Australia or B Corp certification), demonstrates a dedication to sustainability and that your organisation has undergone an audit process to achieve the required standard.

Suitable length:

Links to targets, goals or indicators can be presented in various formats. Some organisations elect to connect each target or action to a specific goal (see Figure 8). Describing the connection to global goals may require half a page description (see Figure 9).

Figure 8: Sydney Opera House Environmental Action Plan 2020 – 2023 links commitments and actions to the UN Sustainable Development Goals (Sydney Opera House, 2023).

Global Goal	Targets	SOH Commitment	How the EAP will contribute:
	12.2,12.6	The Opera House will reduce its environmental impact and act as a leader in sustainability	<ul style="list-style-type: none">• Continue to increase resource efficiency via productivity measures to track performance• Embed an Environmental Risk Management Framework in alignment with ISO14001• Develop an integrated framework tool for procurement that promotes positive social environmental and economic value
	13.1, 13.3	The Opera House will implement a pathway to become Climate Positive by 2023	<ul style="list-style-type: none">• Implement a pathway to become climate positive by 2023• Increase preparedness and resilience to climate change impacts• Reduce energy consumption by 20% by 2023• Through our annual electricity spend, invest in renewable energy generation in NSW
	14.1, 14.2	The Opera House will promote the sustainable management of natural resources	<ul style="list-style-type: none">• Eliminate single-use plastic packaging from our venues and restaurants• Deliver outcomes of NSW Environmental Trust grant to enhance biodiversity around Bennelong Point

Global sustainability frameworks and commitments

Global Reporting Initiative

This Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. The GRI Content Index can be found in the Report appendix (available on the Qantas Group Investor Centre website).

United Nations Global Compact

The 10 Principles of United Nations Global Compact (UNGC) are derived from the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. Qantas joined the UNGC in 2017 and is a member of the UNGC Network Australia.

United Nations Sustainable Development Goals

The 17 UN SDGs are key to the UN’s 2030 Agenda for a better future for people and the planet. Our Sustainability Framework aims to support the achievement of the UN SDGs. We recognise that there are some SDGs where we have a greater ability to influence environmental and social outcomes. These are included in the list of material sustainability topics on page 16, referenced at the beginning of each key section of the Report and included in the Report appendix.

Task Force on Climate-related Financial Disclosures

The Financial Stability Board (FSB) created the TCFD to develop recommendations on the information companies should disclose related to climate change. In December 2017, Qantas Group publicly declared our support for the TCFD and its recommendations. Recommendations of the TCFD are included in the Climate action section of Report, with details on how the Qantas Group makes

disclosures against the TCFD’s recommendations in the Report appendix.

Taskforce on Nature-related Financial Disclosures

The Taskforce on Nature-related Financial Disclosures (TNFD) is a market-led, science-based and government-supported global initiative. It aims to create a global framework to help organisations manage and disclose their nature-related risks and opportunities. The TNFD framework aims to provide for the disclosure of better quality information on nature to improve enterprise and portfolio risk management.

The Australian Government has supported the design and development of the TNFD global framework, with funding and as a member of the TNFD Stewardship Council since November 2021.

Qantas supports the TNFD and has used its final published recommendations and framework to help understand our impacts and dependencies on nature and to develop our Nature Action Plan (NAP). More information on page 46.

Climate Action 100+

Climate Action 100+, is an investor-led initiative, focused on companies it views as key to driving the transition to global net zero emissions. Qantas is one of 166 focus companies selected for engagement. Qantas engages with Climate Action 100+, and the climate change section of this Report is aimed at supporting Climate Active’s annual benchmark.

More information: For more information or if you would like to provide feedback on this Report, please contact: sustainability@qantas.com.au

United Nations Sustainable Development Goals



Figure 9: Qantas 2024 Sustainability Report – Global sustainability frameworks and commitments, references internationally recognized sustainability frameworks and links to the UN Sustainable Development Goals (Qantas, 2024).

Reporting review periods

A brief paragraph should communicate to readers the method by which you will communicate future progress against the targets listed within the strategy. The traditional means of doing so, is via an annual sustainability report. It is recommended that you list the reporting and review period established within your sustainability strategy (See Figure 10).

Figure 10: Melbourne Convention and Exhibition Centre Sustainability Strategy 2021-2026, Reporting and review blurb (Melbourne Convention Exhibition Centre, 2021).

Reporting & review

MCEC's Sustainability Strategy is in place for the period of July 2021 - June 2026 and will be reported against annually. The accompanying internal Sustainability Action Plan (FY 21/22 - FY 25/26) will be reviewed and updated annually as progress is made and as new opportunities arise.



Key sustainability topics

As previously discussed, a materiality assessment is a prioritisation tool, that helps an organisation to determine the most important, urgent and relevant topics and matters to address. A 2024 analysis of eleven alcoholic beverage retailers across Australia, Canada, the USA and Europe, determined the sustainability topics listed in Table 8 of the greatest materiality to international alcoholic beverage retail customers. Whilst not all of the topics are relevant to the wine sector, the analysis provides insight into the topics that are most material to wine customers.

The list has been compiled and ranked based on a review of the highest ranked topics, as listed within publicly available wine retailer materiality matrices. The review incorporated 17 retail customers from across Australia, the United Kingdom, Europe, Canada and the United States of America.

The likelihood of requests for information arising from retail customers, ranges from low to high and considers wine retail customer legislative responsibilities, consumer led preferences for information and relevance of the individual sustainability topic to the Australian wine sector.

The topics outlined below represent core topics that are of significance to the wine sector. The information below is a guide only and does not consider the individual customer demands of grape and wine businesses. A business-specific materiality assessment should be conducted by every business, to inform the sustainability strategy.

Figure 10: Materiality of topics, as defined by 17 alcoholic beverage retailers. The topics of greatest significance to the wine sector, as assessed by ranking and likelihood of request by retail customers are highlighted in yellow

Rank	Topics listed within the retailer’s materiality matrix	Likelihood of request for information from customer as of 2024)
1	Climate change and energy	High
2	Packaging, waste and plastics	High
3	Work environment and safety	Low
4	Negative consequences of alcohol consumption	Low
5	Sustainable sourcing	Moderate to high
6	Human rights and responsible labour practices	High
7	Ethics, anti-corruption and corporate governance	Moderate
8	Diversity, equity and inclusion	Moderate
9	Soil health, biodiversity and nature protection	Moderate to High
10	Healthy diets and nutrition	Low
11	Product circularity	High (can be incorporated into Packaging, waste and plastics)
12	Support for community	Moderate
13	Water	Moderate (dependent on availability of water and recent climatic conditions)

Climate change and energy

Why is this topic important?

Climate change is considered the most important topic for many retail customers. Furthermore, as of January 2025, climate reporting for large Australian organisations is mandated through recently passed legislation, known as the Australian Sustainability Reporting Standards. The legislation flows down to smaller and smaller Australian companies over subsequent years and will directly impact large to medium sized Australian wineries in the near future.

What does this mean for the wine sector?

Expect retail customers impacted by the ASRS to request or require climate related information, including greenhouse gas emissions data. As of FY 2027/28, organisations meeting two of the three following criteria will be required to provide a report of GHG emissions, an emissions reduction plan and climate-related risks:

- \$50 million in revenue
- \$25 million in gross assets
- 100 or more FTE employees

When commencing your first sustainability strategy, focus areas should be limited and ensure your targets and actions address the key needs of your customers and legislative requirements of the country/ies of operation.





Packaging, waste and plastics

The materials that are used to house and transport wine, and the waste materials that are disposed of through your business operations are important. Capturing quantifiable data, such as waste volumes or weight and establishing reduction targets, can help to identify upstream processes that can help to you to refuse, reduce, avoid and recyclable materials.

Lower value plastic materials, often used in packaging are typically single-use items, that are likely to be landfill bound. Selecting materials that offer greater recyclability is a preference for wine consumers and retail customers.

Why is this topic important?

In 2017, China through its ‘National Sword’ policy stopped accepting low value waste materials from Australia and other nations. This caused a spate of similar legislative changes within other countries, which had traditionally accepted much of Australia’s unwanted waste material. As Australia seeks to reduce waste to landfill, there is a need to create packaging that is economically and technically recyclable. Concurrently, there is a desire to lower the greenhouse gas emissions of products, such as glass.

What does this mean for the wine sector?

Wine businesses can expect changes to packaging requirements, likely mandated by the Australian Government. This is unlikely to impact an infinitely recyclable product, like glass. However, it may impact products that use lower value materials, such as soft plastics and/or combined materials that do not currently provide an economically viable recycling solution.

This may impact the following:

- Bag in a box wines
- 3 litre soft plastic wines (bagnums)
- Pouches

In addition to suggested changes to packaging, there is also a requirement to reduce the emissions intensity of products, such as glass wine bottles. Some retailers attempting to reduce their Scope 3 emissions, are already preferencing ‘lightweight’ bottles (lighter than 420 grams) for 750 ml table wine selections. Wineries can expect to receive requests for information on how the packaging being used to house and transport wine:

- Is of lower emissions when compared to traditional ‘heavy’ wine bottles
- Incorporates recycled content
- Demonstrates a commitment to sustainable sourcing, such as Forestry Sustainable Certified (FSC) paper and cardboard
- Uses materials that are and can be recycled (both from an economic and technical feasibility perspective).

Sustainable sourcing

Sustainable sourcing includes ensuring that your organisation supports suppliers offering goods and services that consider environmental and social impacts (both positive and negative). It may include:

- Economic support for local suppliers
- Sourcing goods and services from organisations demonstrating a commitment to continuous improvement across a range of environmental and social categories (many of which are covered in this section).
- Support for charities
- Support for First Nations owned businesses

Why is this topic important?

Incorporating sustainability requirements within procurement practices and policies signals your requirements and business values to current and potential suppliers. It can directly influence practices that suppliers may introduce within their own business in order to be considered a preferred supplier. Sustainable sourcing incorporates factors beyond price, quality, reliability of service and relationship. It allows a supplier organisation the opportunity to communicate their alignment to and support of your business values.

What does this mean for the wine sector?

For the wine sector, you can demonstrate your values and support of your customer's values, through ensuring that you are recording evidence of a commitment to sustainability and demonstrating practices to improve performance. This includes:

1. Understanding your customer's material sustainability topics
2. Demonstrating a commitment to addressing the customer's material sustainability topics.





Human rights and responsible labour practices

Why is this topic important?

Casual and temporary workers that may be contracted within a vineyard to pick fruit or prune vines represent a vulnerable section of society. These workers are often citizens of countries outside of Australia and are permitted to work in Australia under specific conditions. Whilst these workers may not be directly exploited by the owner/operator of the vineyard, they are exposed to exploitation through both ‘bad actors’ and ‘the system’.

Modern Slavery reporting and disclosure requirements are mandated through legislation, both within Australia and the UK. As such, retailers are requiring organisations to demonstrate modern slavery prevention and risk mitigation practices and processes and disclosure reporting.

What does this mean for the wine sector?

Wineries are likely to receive requests from retailers regarding modern slavery prevention and risk mitigation practices and processes. The UK and Australian legislation outline specific prevention, risk mitigation and disclosure requirements. Wineries can expect to receive requests for information, as described within Modern Slavery legislation requirements. In turn, grape producers can expect to receive requests for this evidence from wineries.

Soil health, biodiversity and nature protection

Why is this topic important?

Soil health is intrinsically linked to winegrape production and the creation of quality wine products. Furthermore, wine is directly reliant on nature. Contributing to healthy ecosystems has multiple benefits for grape and wine businesses. Creating functional biodiversity within vineyards and wine production areas helps to create environments that reduce evaporation, increase water infiltration and harbour beneficial predatory bugs.

Increasingly consumers recognise that many products are made through practices that directly harm the environment. Customers and consumers care about the manner in which a product is manufactured through the supply chain and are more likely to avoid a product that is deemed as 'unsustainable'.

What does this mean for the wine sector?

Grape and wine producers can expect to experience increasing demand from consumers and customers related to the manner in which grapes and wine is produced. Agriculture, in general, is of particular interest, given the dependence on healthy soils and ecosystem services to support healthy crop and animal development.

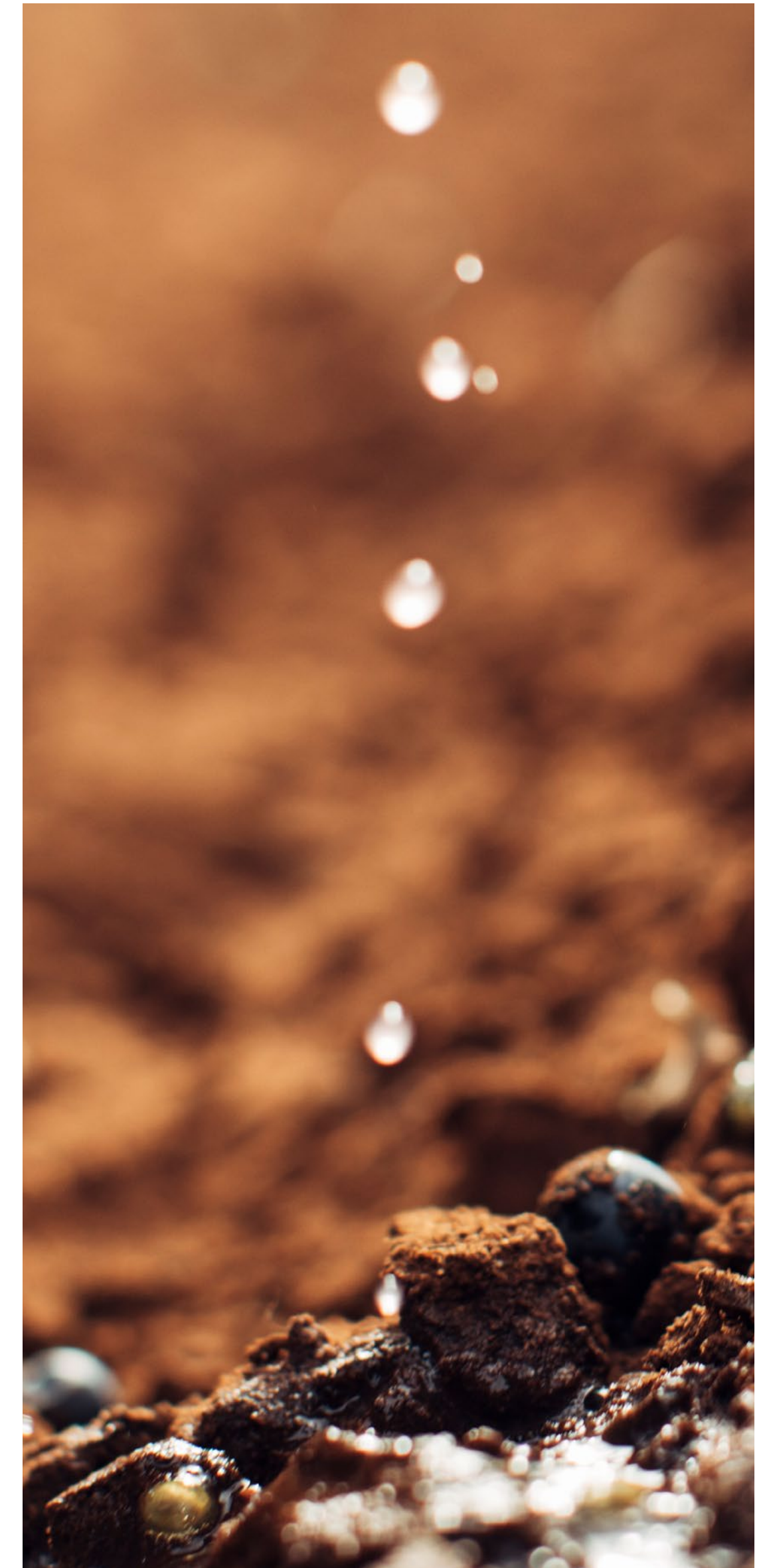
Water

Why is this topic important?

Australia regularly experiences drought conditions. Climate change is projected to increase the severity, duration and frequency of drought for many regions across southern Australia. The availability of water is reduced during times of drought. The grape and wine sector has a responsibility to utilise water in an efficient manner, that reduces waste and costs, and provides water resources for alternative purposes.

What does this mean for the grape and wine sector?

Under drought conditions the cost of water will likely rise, as will the scrutiny of how water is allocated to homes, business and industry. Demonstrating targeted and precise water delivery methods in agriculture allows an organisation to defend against claims of irresponsible water consumption and use. Within the grape and wine sector, it is important that water use can be quantified and measured over time. Whilst seasonal conditions will to some extent dictate water use, being able to demonstrate a responsible and targeted use of water, that results in minimal wastage allows the sector to continue to operate without community backlash.





Value-add opportunities

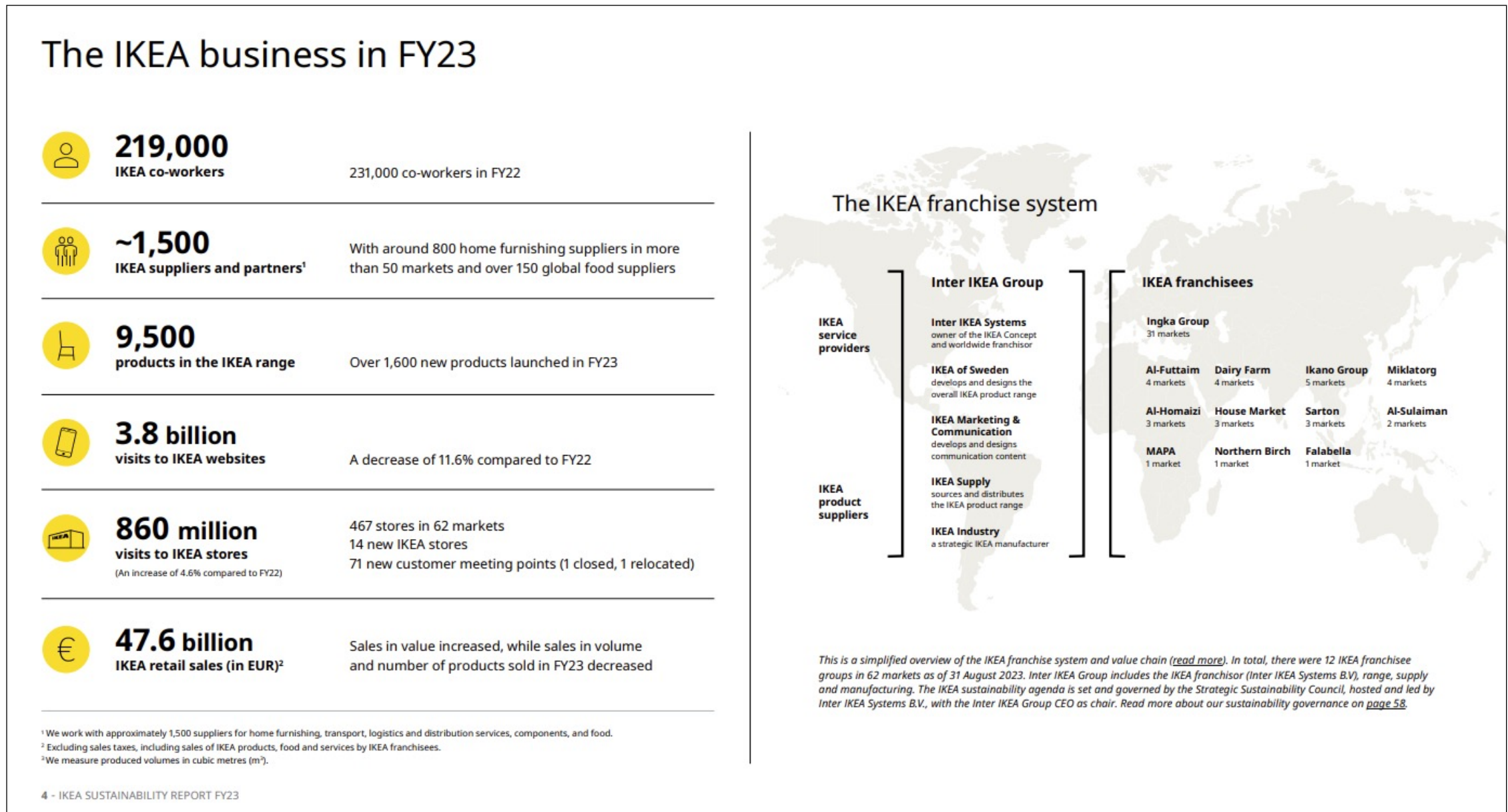
Business snapshot

A snapshot of your business, including the use of icons, imagery and easily absorbed key facts and figures, allows the reader to quickly determine the following:

- The size and scale of your business
- The complexity of your business operations
- A basic structure of your business

The business snapshot is not a requirement of sustainability strategies but may add value to your strategy for those readers who are unfamiliar with your business operations (see Figure 11).

Figure 11: IKEA business snapshot as shown in the IKEA Sustainability Report 2023 (IKEA, 2023).



Success stories

Stories of past successes allow an organisation to demonstrate how their business operations have improved and the actions the organisation has taken toward listed targets and focus areas. Whilst not essential to include within a strategy or sustainability report, stories can help to provide additional information related to a key success or improvement within the business.

Work environment, safety and well-being

Of importance to the customer is the manner in which a business manages work health and safety. This section should incorporate information that extends beyond the required minimum legislative requirements. It is expected that your organisation is complying with local, state and national laws. Instead, this section may speak to additional measures your organisation has adopted, as well as compliance to legislation.

Some organisations elect to publish workplace related incidents and hazards, however, this information may be more appropriately incorporated into an organisation's annual report, rather than the sustainability strategy. Implemented actions are better defined through a well-being lens.

Ethics, anti-corruption and corporate governance

In recent years, evidence, targets and actions related to good governance has been incorporated into sustainability strategies and reports. Good governance incorporates ethics, anti-corruption, transparency of decision making and equitable representation within positions of power, i.e., board and management. Principles of good governance include:

- Monitoring of and improvements to company culture
- The freedom to understand and challenge business practices
- Transparency of business practices, including failures, risks and activities that require improvement.
- Honest and accurate reporting
- Clear accountability for past and future actions
- Fair and responsible practices
- Consensus oriented decision making and participation from across the organisation

The inclusion of governance metrics within a sustainability strategy demonstrates that an organisation is open and willing to communicate the manner in which decisions are made and the division of responsibilities between the Board and organisation's management.

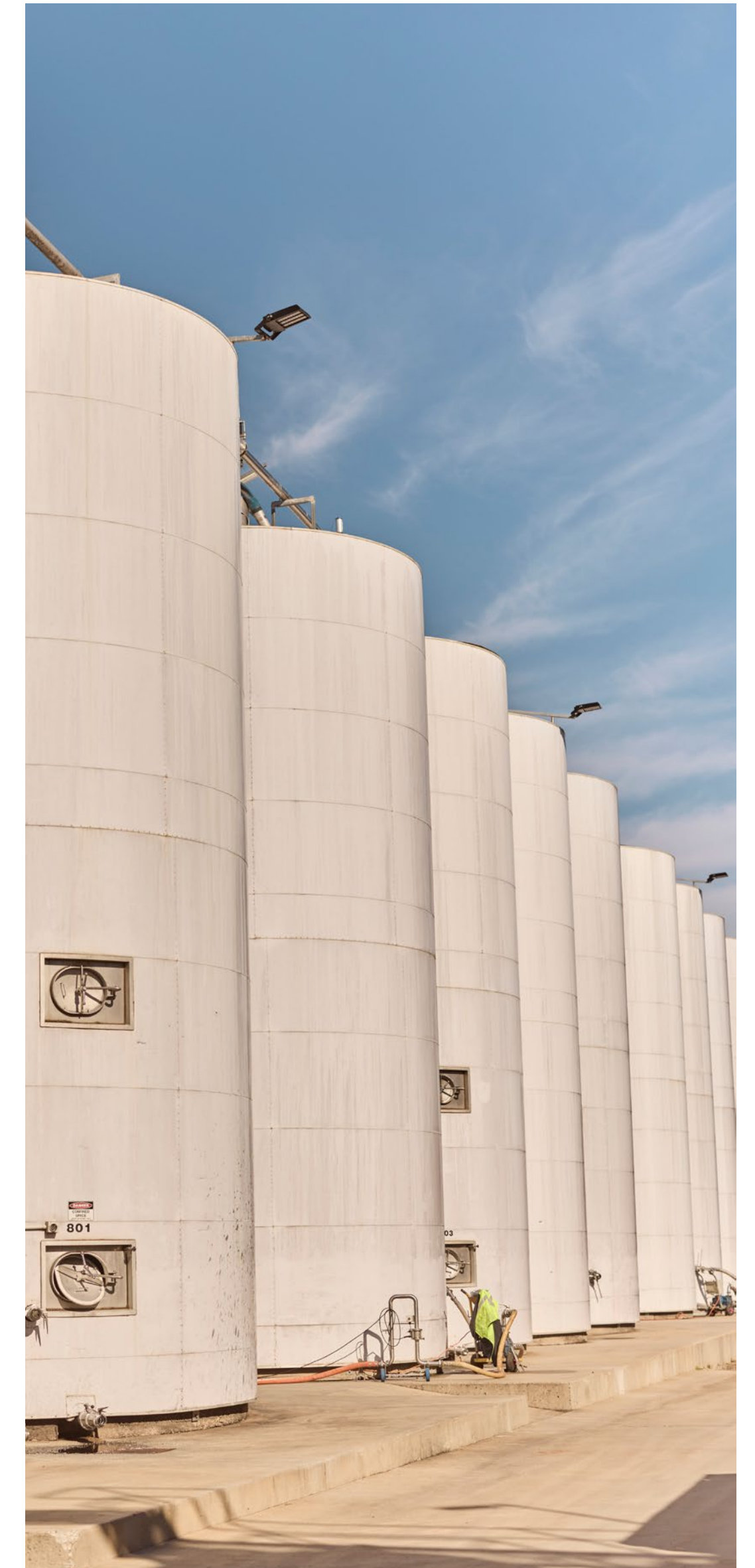




Figure 12: One example of sustainability disclosures related to governance and management (Qantas, 2024).

Enhancing inclusion and diversity

The Qantas Group has long recognised the importance of inclusion and diversity. We value people's diverse lived experience and believe an inclusive culture contributes to our strength and success. Diversity of thought and experience also helps us understand and respond to the needs of our customers.

Inclusion and building capability

We are continually striving to ensure that all our employees feel they belong, are safe and included, from our leadership to grassroots inclusion. We acknowledge and celebrate days of significance, have specific development and support programs and engage all levels of leadership to deliver on our inclusion ambitions.

We have a suite of inclusion and diversity training and have rolled out Inclusive Leadership Essentials training to more than 4,000 leaders across the organisation. Refer to pages 65 and 66 for more information.

We also recognise that we must reflect and serve a diverse community, as the national carrier and a global airline. We are doing this in a range of ways, including the rollout of specific initiatives in our Access and Inclusion Plan and ensuring our frontline employees are well equipped to provide inclusive customer service.

Gender pay gap

In February 2024, the Australian Government's Workplace Gender Equality Agency (WGEA) released data for thousands of Australian companies, including Qantas, on the gender pay gap. The Qantas Group median gender pay gap (total remuneration)¹ was 38.3 per cent as published in the Group's gender pay gap statement released in February 2024. The gender imbalance in pilots and engineering is a key driver for this figure, as these jobs are highly paid to reflect the years of training required.

1. The percentages listed represent the actual results as at 30 June of the relevant FY. 2. Australian-based employees of wholly owned subsidiaries.

Area	Measures	FY24 Target	FY24 ¹	FY23 ¹	FY22 ¹	FY21 ¹
Gender balance	Increase females in Senior Management roles	42%	39.8%	39.1%	37.4%	38.1%
Aboriginal and Torres Strait Islander	Sustainable careers					
	— Aboriginal and Torres Strait Islander participation ²	1.5%	1.5%	1.4%	0.98%	1.01%
	Cultural inclusion and celebration					
	— Cultural competency learning	70%	63.6%	38.2%	28.5%	18.6%
IATA 25by2025 initiative	25% increase in female pilots by 2025 to 8%	8%	7.6%	7.3%	7.07%	6.4%

We have been working at reducing the gender pay gap and addressing gender inequity in our workforce and know that we have more work to do. We have a holistic approach to gender inclusion and reducing the gender pay gap (as outlined below).

Our gender pay gap statement and our workplace gender equality reports can be found on our website.

Targets

The Group has made progress on our gender target, reaching 39.8 per cent representation of women in senior leadership, against our three-year target of 42 per cent.

We continue to focus on three key levers to improve representation of women in senior leadership; external hires, internal promotions and preventing attrition. Progress has been made on external hires, with fifty percent of external appointments into senior roles being female talent. Additionally, women were underrepresented in exits from senior roles compared with male peers. Internal promotions remain the greatest opportunity, with males being overrepresented in internal promotions, particularly

in operational and technical roles.

Qantas supports the IATA 25by2025 global campaign to change gender balance within the aviation industry and has implemented targets to increase gender representation in our flight operations as well as at leadership levels.

We are continually striving to grow representation of women in key pipeline programs, including through our engineering apprentice program and graduate program.

Our commitment to reconciliation continues to be reinforced through our cultural competency learning. More details can be found on page 69.

Targets for FY25 and beyond are currently under consideration.

We are focused on increasing representation of diversity in our workforce and are considering how to best frame our workforce targets to consider current issues in aviation, how to collaborate with the industry to grow our pipelines of diverse talent and what the longer-term impact of COVID-19 has been on some key pipelines. As a result, we have removed reference to the pilot cadet target.

Diversity, Equity and Inclusion

Diversity, equity and inclusion has become a common focus area for many businesses, especially to ensure a variety of experiences, perspectives and considerations contribute to decision making within the business. DEI ensures that organisations access a broad array of skills, knowledge and experience, arising from people of all ages, genders, backgrounds, sexual orientation and abilities. DEI targets arise from a need to ensure a greater diversity of thinking and backgrounds in Board and leadership positions.

DEI targets may focus on areas, such as:

- Removal of barriers to a fair and equal workplace
- Gender pay gap
- First Nations representation
- Gender balance across senior leadership and Board positions

Figure 13: Qantas use previous financial year data in combination with targets to communicate Diversity, Equity and Inclusion progress (Qantas, 2024).

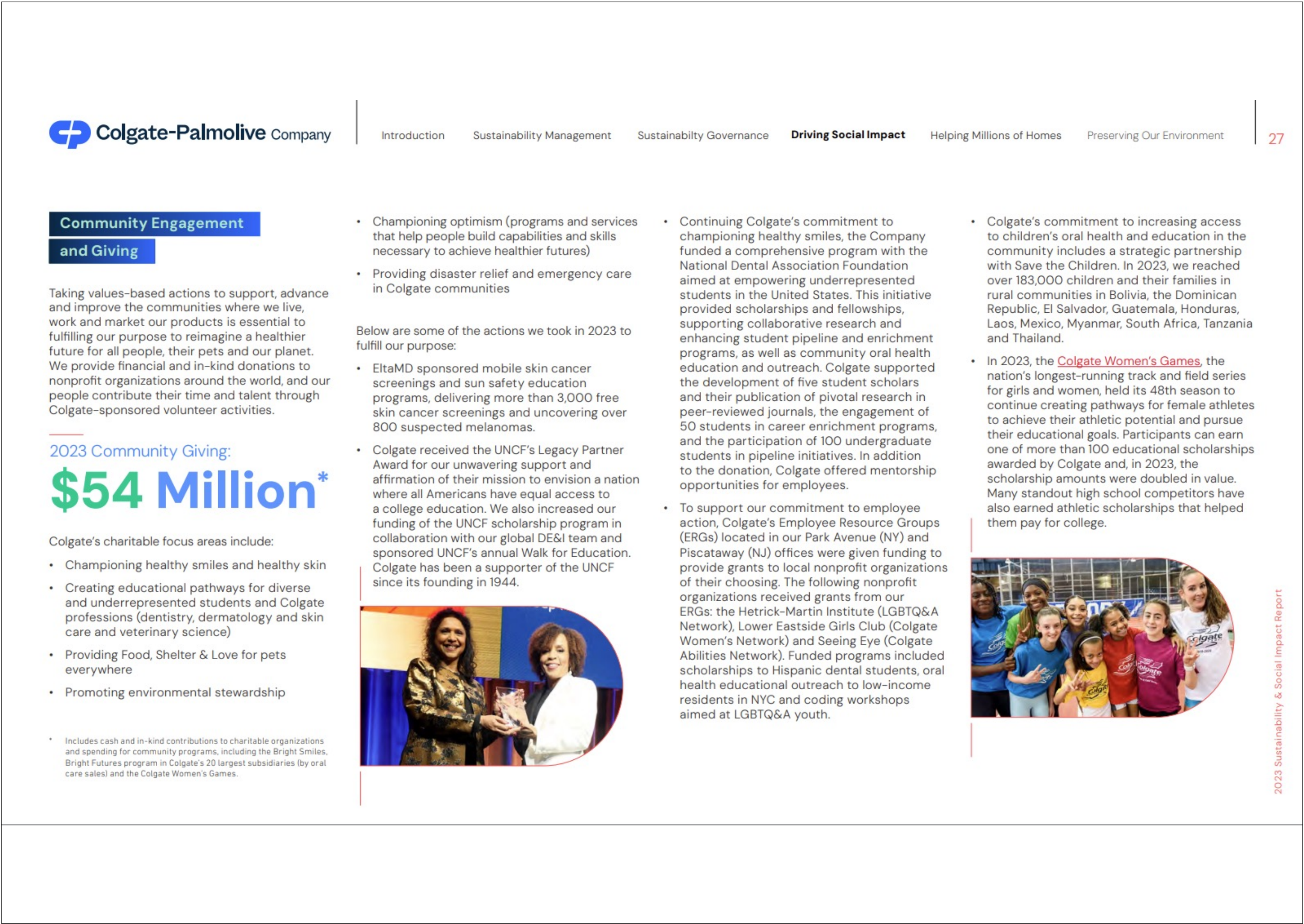
Support for community

Many businesses actively support their community through direct economic contributions or donation of time. The impact of such contributions is difficult to define and often not well communicated or recognised outside of a specific community setting. Through capturing stories and information related to support for communities, grape and wine businesses can demonstrate the social and/or environmental good they deliver. Grape and wine businesses are welcome to define the term community in the context of their business. Community can include:

- Employees
- Suppliers
- Charities
- Community groups, such as sporting clubs
- Local townships

The level and type of support offered to community will depend on the business values, connection with local people and ability to support the defined community. The most effective communication of support for charity, ensures that all support is recorded using quantifiable metrics and creates meaningful and positive change. An example of this can be seen in Figure 14.

Figure 14: Colgate-Palmolive Community Giving Program highlights include quantifiable data to communicate social impact (Colgate-Palmolive, 2023).



Reconciliation

More than 2,000 Australian organisations have an endorsed Reconciliation Action Plan (RAP). RAPs assist organisations to empower Aboriginal and Torres Strait Islander peoples, through a planned, authentic and considered approach to reconciliation.

Committing to a RAP demonstrates that an organisation has undertaken a recognised and structured approach to reconciliation, that has allowed for increased learning, understanding, social change and economic opportunities for First Nations communities.

RAPs aim to deliver the following:

- Improved opportunities for Aboriginal and Torres Strait Islander peoples
- Increase cultural safety within the workplace
- Provide a pathway for engaging respectfully with First Nations stakeholders
- Hold organisations to account through providing a public commitment to goals and actions.

Transport

Some organisations elect to report transport greenhouse gas emissions and transport related information separately from climate change and energy, by establishing transport as a standalone focus area. Organisations communicating targets and actions associated with transport typically incorporate the following topics:

- Fuel reduction
- Changes to modes of transport, i.e., a commitment to utilising lower emissions transport modes, such as rail instead of trucking
- A commitment to sourcing of goods and services from ‘local’ suppliers to reduce transport requirements
- The use of low and zero emissions vehicles within an organisation’s fleet.

Food and dining

Some wineries operate significant food and dining operations, including cellar doors and event spaces. Presenting information regarding food and dining is an opportunity to showcase a commitment to the sourcing of foods, wines and other drinks that are:

- Sourced locally, and/or
- Seasonal
- Produced in a manner that is considerate of local communities and the local environment
- Disposed of through sustainable and circular means, i.e., on-site composting.

Links to well communicated sustainability strategies and reports

The strategies and reports listed below are examples of well communicated documents that clearly articulate the organisation's plans, achievements and progress.

Sustainability Strategies

1. Adelaide Venue Management – The Green Print
2. Melbourne Cricket Ground – Sustainability Plan 2022 - 2025

Sustainability Reports

1. Cotton On Group – The Good Report 2023
2. Qantas – Sustainability Report 2024
3. Nestle – Creating Share Value and Sustainability Report 2023



Appendix A:

An example of a customer request for information

Customer requirements:
The information below displays topics that may be of interest to wine retail customers. The matters of concern indicate areas of concern from a retailer perspective. The listed opportunities include methods by which the grape and/or wine producer may address the retailer matter of concern.
ensures that all support is recorded using quantifiable metrics and creates meaningful and positive change. An example of this can be seen in Figure 14.

Figure 14: Colgate-Palmolive Community Giving Program highlights include quantifiable data to communicate social impact (Colgate-Palmolive, 2023).

Domain	Topics	Wine retailer matter of concern	Opportunities for grape and wine businesses
Environment	Greenhouse gas emissions management	Misalignment to customer reporting standards	Calculation of scope 1, 2 and 3 emissions, according to the Greenhouse Gas Protocol or other globally recognised reporting frameworks
		Failure to disclose emissions	Develop a plan to measure annual emissions and reduce emissions over time
	Waste, packaging and plastics	Waste processing is not considered within procurement processes	Reduction, repurposing and reuse of on-site waste is incorporated into procurement activities
		Use of non-recyclable packaging materials	Use of recyclable packaging materials
		Use of high embodied carbon packaging	Investigate options to reduce emissions from packaging
	Nature and biodiversity	Negative impacts to local ecosystems arising from business operations	Business operations consider the environment and actively plan and manage to minimise negative impacts and contribute to positive outcomes
		Dependencies on ecosystem services	Ensure soils, water sources and natural resources are actively managed and supported
Vineyard chemical use impacting nature or people		Disclosure of chemical application processes as part of a broader management program	
Winery chemical use impacting nature or people		Disclosure of winery application processes as part of a broader management program	
Water	Consumption and sourcing	Reuse, capture and storage of fit for purpose recycled water	
	Outflows and wastewater management	Responsible use of wastewater through highest and best use processes	
	Pollution of local waterways and soils	Contributing to healthy waterways and soils as part of a broader management program	
	Sustainable and local sourcing	Reliance on unsustainable supply chains	Switch to renewable and sustainable sources
		Sourcing materials and labour from international sources	Supporting local economies and communities

Social	Human rights and responsible labour practices	Working conditions of own workforce	Documenting fair and equitable conditions within your workforce
		Equal treatment and opportunities for all	Documenting fair and equitable conditions within your workforce
		Other work-related rights	
		Working conditions of contract labour	Compliance to Australian Modern Slavery legislation and ensuring due diligence practices are conducted when hiring contract labour
	Diversity, equity and inclusion	Lack of understanding or prioritisation for Diversity, Equity and Inclusion practices	Disclosure of diversity, equity and inclusion targets, progress and failings
	Work environment and safety	Failure to protect workers or document processes and systems to protect workers	A variety of work environment and safety resources, demonstrating best practice are published and made available upon request to customers
	Support for community	Disconnection from local community and economies	Capture of information and data demonstrating support for local economies through direct and indirect investment and charitable giving
Governance	Ethics, anti-corruption and corporate governance	Lack of evidence collection methods to communicate ethics and corporate governance structures	Creation of policies, procedures and publicly available governance structures.
	Transparency and accountability	Inability to demonstrate responsible and transparent business practices	Understanding of best practice approaches to communicating responsible and transparent business practices

Appendix B: Sustainability Strategy Planning Template

The template below provides a framework to plan your organisation’s sustainability strategy.

Strategy Name *List a name for your strategy.*

Time period *A strategy is developed for a specific timeframe, usually ranging from three to five years. Many businesses ensure that sustainability strategies and reports are aligned with financial years. It is important to list the time period that your business strategy covers. The majority of the targets and actions listed within your strategy should be actionable and achievable within the strategy timeframe.*
List your strategy time period:

Acknowledgement of Country *An Acknowledgement of Country statement ensures your organisation recognises the First Nations peoples on the lands and water in which your business operates. Below is an example of a generic Acknowledgement of Country statement. Acknowledgement of Country should be tailored to your organisation’s purpose and context.*

Provide an Acknowledgement of Country:

Viticulturalist / Winemaker / CEO Foreword *A foreword by a leader within the business is optional and can be included in a public-facing sustainability strategy. The foreword should cover the following elements and be presented as one consolidated statement. For the purposes of constructing a foreword, the information contained in Table 8 may benefit from consideration and inclusion of the following sub-section information. The sub-section titles should not be included within the foreword, instead the information contained below is designed to assist the development of the foreword.*

Table 9: The following sub-section categories are designed to assist in writing a foreword.

Sub-section (do not list)	Text
Introduction and commitment to sustainability	Speak to the organisation’s approach and commitment to sustainability
Context and rationale	Identify the unique offering of your business, the broader sector and any regional specific information
Achievements to date	Provide a high-level summary of the major (1-3) achievements within the past five years that demonstrate the progress already taken towards environmental and social targets
Integration into core business	Expand on the connection between the business strategy and the sustainability strategy
Accountability and transparency	List how the organisation will be held to account and will disclose information through sustainability reporting
Call to action	Encourage others within the sector to commit to environmental and social targets to progress global sustainability goals
List the Foreword here:	
Vision State the vision for sustainability within your organisation. The vision may relate to the organisation’s broader goals and be brief and clearly understood by the lay person (one to two sentences).	

Table 10: Table 10. List achievement according to material sustainability topics.

Achievements <i>Expand on previous achievements within this section. Achievements should relate to material sustainability topics, be quantifiable and may range from three to twelve achievements.</i>	
Achievement	Topic area
Achievement 1:	Climate change and energy
Achievement 2:	Waste and circular economy
Achievement 3:	Workforce
Achievement 4:	Supply chain
Links to local, state, national and international frameworks and legislation Research relevant legislation and sustainability frameworks. List how targets and actions align to broader local, state, national and international frameworks and legislation. Many organisations refer to the UN Sustainable Development Goals, Australian legislation and Australian targets, such as Close the Gap and Australia’s Disability Strategy outcomes.	
International/global target: Internationally recognised targets, i.e., UN Sustainable Development Goals	
Australian targets: Australian government and i.e., Australian Agricultural Sustainability Framework principles, Close the gap targets, biodiversity targets	
State targets: i.e., Net Zero, waste targets	
Sector targets: i.e., The Australian Wine Sector 2030 Emissions Reduction Target	
Local targets: i.e., Local government and regional grape and wine targets	

Table 11: Targets and actions linked to key focus areas.

Targets and actions <i>List your most important targets and future actions. List the targets and actions according to the focus areas. Targets and actions should be limited to 3 – 10 targets and 3 – 10 actions per focus area. Focus areas and targets and actions must be determined through a materiality assessment.</i>				
Focus area 1: Climate change	Target 1:	Target 2:	Target 3:	Target 4:
	Action 1:	Action 2:	Action 3:	Action 4:
Focus area 2: Packaging, waste and plastics	Action 1:	Action 2:	Action 3:	Action 4:
	Target 1:	Target 2:	Target 3:	Target 4:
Focus area 3: Sustainable sourcing	Action 1:	Action 2:	Action 3:	Action 4:
	Target 1:	Target 2:	Target 3:	Target 4:
Focus area 4: Human rights and responsible labour practices	Action 1:	Action 2:	Action 3:	Action 4:
	Target 1:	Target 2:	Target 3:	Target 4:
Focus area 5: Soil health, biodiversity and natural capital	Action 1:	Action 2:	Action 3:	Action 4:
	Target 1:	Target 2:	Target 3:	Target 4:
Focus area 6: Water	Action 1:	Action 2:	Action 3:	Action 4:
	Target 1:	Target 2:	Target 3:	Target 4:
Reporting and review period: <i>List the time period and mechanism by which the organisation will report progress. Traditionally, businesses report on an annual basis, in line with financial year reporting. The reporting framework is a sustainability report that lists progress against the targets outlined in the sustainability strategy.</i> Reporting and review period/s:				

Acknowledgements: *Acknowledgements provide an opportunity to thank and recognise contributions from external parties who have contributed to sustainability outcomes or the development of the sustainability strategy.*

People and organisations to acknowledge: