



Sustainability Strategy

March 2022



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CEO foreword

As the manager of the State's freight rail network, Arc Infrastructure recognises the responsibility we have to ensure the sustainability of this critical asset for future generations. This strategy sets out our plan to embed and enhance sustainable practises across our business.

Our business is a critical and long-term component of a global supply chain that connects Western Australian people and products to the rest of the country and to the world. We have a responsibility to the communities we operate in, the customers we serve and the environment around us.

Organisations across the world are increasingly prioritising sustainability. Similarly Arc is playing its part because we recognise the decisions and actions we take today will have an impact on the longevity of the asset we manage. We want the rail network to be here in the long term.

Our vision is to be the trusted manager of the State's freight rail network and we understand that this vision can only be achieved through a dedicated focus and commitment to sustainability in how we manage the rail network.

This focus includes how we operate our business to ensure it remains commercially sustainable, how we engage with and treat our people to provide meaningful and rewarding work and how we interact with the environment and the communities in which we operate. We look to support our customers to operate their businesses sustainably and work with industry to drive innovation that improves the sustainability of our operations.

Our commitment to sustainability is reflected as one of four key focus areas in Arc's 2021-2030 corporate strategy and we are investing to ensure that our business can continue to deliver into the future for our people, customers and communities.



Arc takes a long term view of sustainability and has decided to align with the global Sustainable Development Goals set out by the United Nations – or the UN SDGs. These 17 goals with 169 supporting targets have fast become best practice around the world for driving sustainability strategy and have provided Arc with a language and context to identify how we can contribute to sustainability globally.

Arc has identified almost 40 sustainability initiatives, many of which are already underway. They were identified by our people as making good commercial or operational sense, as well as being the right thing to do from a sustainability perspective.

We have contributions to make in terms of our people, our environment, our community and stakeholders, our customers and safety and risk management. These key themes form the basis of this strategy and the actions we are taking.

This strategy frames our understanding of sustainability principles and identifies where Arc can make its most meaningful contributions towards the UN SDGs. It provides a commitment from Arc to undertake specific actions and to provide regular, transparent reporting of our progress. In many ways this strategy formalises work that is already underway but will also stretch the business.

We are excited to formally commence our sustainability journey and unlock the many opportunities it presents for our people, customers and communities.

Murray Cook
Chief Executive Officer

Our business

Arc Infrastructure is the manager of the State's freight rail network. We operate and maintain a railway that stretches more than five thousand kilometres across Western Australia.

From the Midwest across to the Goldfields and all the way down to the South West, the network we manage connects local businesses, communities and industries with the eastern states and overseas markets.

We help deliver WA products to the rest of the world – 24 hours a day, seven days a week – by joining the dots between people, products and ports.

Powered by a team of more than 400 employees with a true regional footprint, Arc is proud to provide a service that's helping to drive the State's economic growth.

Owned by global asset management company, Brookfield Infrastructure Partners L.P., Arc is at the forefront of infrastructure management. We have invested over \$3 billion in the network since 2000.

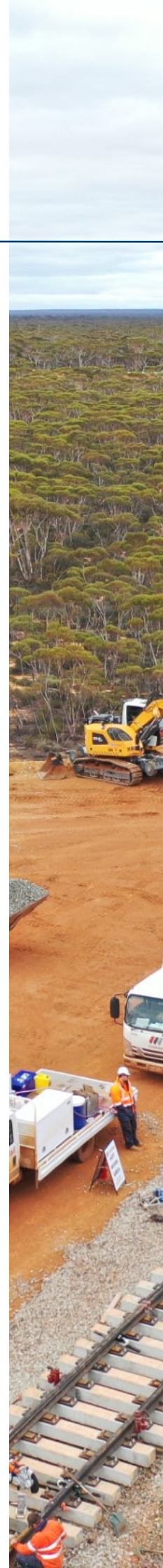
We're committed to working with industry, our customers,

partners and communities to find new opportunities that will support and strengthen the rail network and the benefits it delivers to WA.

Our infrastructure assets support a wide range of customers and commodities, many of whom are working towards their own sustainability goals:

- Grain from WA growers
- Minerals from mines located throughout WA (such as iron ore, alumina, bauxite and nickel)
- General container freight from the east coast and overseas
- Inputs to mines located throughout WA
- Industrial facilities located around Perth and throughout the network
- Regional passenger services

We value our role in the community and want to make a difference in the regions that we live and work in. We do this by managing and developing assets that support growth of tonnes on rail, create sustainable jobs and improve quality of life in our State.



“Our rail infrastructure assets support a wide range of customers and commodities, many of whom are working towards their own sustainability goals.”



Our approach

Whilst Arc has always informally considered sustainability impacts in its operations and projects, the business began a more formal approach to sustainability in late 2020.

In recognition of the growing importance of sustainability, a working group was established, headed by a member of the Leadership Team and advised by industry leading experts.

Our steps

Understanding

Review and understand sustainability from a global perspective, including the United Nations Sustainable Development Goals (UN SDGs) and how they can be applied to the transport industry.

1

Defining priorities

Identify which SDGs are most relevant to Arc, including where we can make the most meaningful contribution, and summarising our effort into key themes.

2

Setting goals

Setting goals and objectives:

- Identify initiatives currently underway within Arc that align with sustainability principles
- Develop additional initiatives and targets to enhance our contribution to sustainability
- Prioritise effort towards initiatives that deliver meaningful impact.

3

Integrating

Establish a structure to support the implementation of sustainability initiatives and provide sustainability leadership within the organisation.

4

Reporting

Develop a transparent framework to regularly report Arc's progress.

5

Understanding the Sustainable Development Goals

1 Arc has taken the time to understand the 17 UN SDGs and the supporting 169 targets, to identify how we could best contribute to these goals.

Our analysis was supported by industry interpretation and practical application of the goals,

drawing on the Transportation Industry Matrix from the UN Global Compact and KPMG, and other transport infrastructure industry participants in Australia such as the Australasian Railway Association.

SUSTAINABLE DEVELOPMENT GOALS

Arc Infrastructure supports the Sustainable Development Goals



Defining priorities

2

Arc identified which SDGs and supporting targets the business could contribute to.

Given our relatively broad influence across many SDGs, we decided to group our

focus areas into five key themes. Each theme in turn maps to several of the SDGs.

Arc has set objectives for each theme, which inform the grouping of existing and future sustainability initiatives.

1. Safety & Risk Management



2. Our Environment



3. Our Community & Stakeholders



4. Our Customers



5. Our People



Setting goals

3

Arc has always informally applied sustainability principles to its operations and projects. As such, the natural next step was to identify initiatives currently underway and group them into one of the five themes.

A series of internal workshops were conducted to identify new initiatives that Arc could undertake to enhance our contribution to the sustainability goals. These initiatives varied in terms of complexity and impact.

Given the significant number of initiatives identified by the business, a series of prioritisation filters were applied to arrive at a manageable priority list for 2022. These filters included:

- Expected impact and materiality
- Current status
- Maturity

Arc also considered its sustainability efforts from a sustainability risk perspective. A series of workshops were conducted to identify risks related to sustainability and each initiative was mapped to those risks.

We were then able to consider whether the initiatives identified would adequately address Arc's sustainability risks. This approach provided another materiality layer and ensures the current list of initiatives are fit for purpose.

Ultimately, a final short list of initiatives was collated, grouped by sustainability theme. These were debated and finally endorsed by Arc's Executive Team to ensure they are the right areas of focus for the business in 2022 and will help Arc meet its sustainability objectives.

A whole of business approach

Arc's approach to sustainability to date has been rigorous and has incorporated engagement with a broad cross section of the business.

It has combined bottom-up initiative identification with a top-down prioritisation process. A risk-based assessment process has provided discipline and structure.

We believe we have compiled a meaningful, targeted and sensible group of initiatives for the business to focus on during 2022 and beyond.

Integrating

4 Arc takes its commitments to sustainability seriously and has developed a governance framework to help ensure we deliver on our objectives.

The table below describes the leadership and oversight of different parts of the business to support the implementation of Arc's Sustainability Strategy.

Each initiative has an owner who is responsible for its delivery, with support and oversight from the theme owner. For more complex

initiatives, Arc engages industry leading consultants to guide the business and support delivery.

Individual initiatives are tracked and managed through Arc's Insight risk management application. This application tracks progress and actions and enables efficient reporting against each initiative.

Project governance and oversight is managed through quarterly status reporting of initiatives to the Audit, Risk and Compliance Committee (a management committee that reports formally to the Arc Board).

Function	Role	Responsibilities
Oversight & governance	Audit, Risk and Compliance Committee	Oversight and governance of Sustainability Strategy and initiatives
Executive sponsor	Chief Executive Officer	Directs and approves Arc's Sustainability Strategy and is accountable for its overall delivery
Sustainability leader	Head of Development	Leads the development and delivery of Sustainability Strategy and five key themes
Theme owners	Head of People Head of Stakeholder Engagement Head of Governance & Risk Head of Development	Responsible for the coordination of initiatives to meet the objectives of each theme
Initiative owners	Individual Arc people	Responsible for the delivery of each individual sustainability initiative
Advisory	Industry leading consultants	Arc draws on the expertise of industry-leading advisors in the development of its sustainability strategy and the selection and defining of initiatives

Reporting

5

Through the development of this Sustainability Strategy, Arc has committed to

regular and transparent reporting of initiative progress. Each initiative has been baselined as at 1 January 2022, with an agreed timeframe and expected measure of success for the 2022 year.

Throughout the year, project status reporting of initiatives will be prepared for the Audit, Risk and Compliance Committee.

Targets will also be developed for each theme, which track overall progress towards the objectives of each theme.

In early 2023 Arc will provide a report of performance for the 2022 year.



Safety & Risk Management

OWNER /

Head of Governance and Risk

OBJECTIVE /

Continued focus on the safety of our people and our network to build on our already mature risk framework.

3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



11 SUSTAINABLE CITIES
AND COMMUNITIES



13 CLIMATE
ACTION



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



EXISTING INITIATIVES

► Safe workplace and other safety initiatives

Continue to roll out the following safety initiatives:

- / Safety training and competency
- / Critical safety risk program
- / HSE contractor management
- / Determine and implement safety targets program
- / Review of safety governance structures
- / Review change impact assessment.

► Zero Derailments (severe weather risk)

Some of Arc's catastrophic risks are related to asset failure due to severe weather events, in part impacted by climate change. Through the Zero Derailments project, Arc has put in place some key actions to manage the effects of severe weather events on our assets and operations:

- / Develop severe weather response procedure
- / Review inputs into weather monitoring tool
- / Develop real time alerts and Network Control response processes to currently implemented weather monitoring systems.

► Enterprise risk management

- / Review Arc's current enterprise risk management framework, risk system insight reporting and register structure
- / Streamline control library to include performance standards and assurance
- / Improve risk dashboard and reporting capability in Arc's Insight risk management application and PowerBI
- / Determine the synergies to expand the system's capability to link the incident management system and investigations program
- / Review Arc's operational risks, specifically rail safety related risks.





EXISTING INITIATIVES

► Cyber security

Continue to refine Arc's cyber security program and physical security.

► Anti-bribery & corruption

Further enhancements of Arc's anti-bribery and corruption program:

- / Implement declarations process and app (donations, gifts and entertainment and conflicts of interest)
- / Arc-tailored training (Anti-Bribery and Corruption and Code of Conduct)
- / Revise and enhance reporting and due diligence processes.

► Modern slavery

In June 2021, Arc published its first modern slavery statement in accordance with the Modern Slavery Act 2018 (Cth).

Arc has ongoing engagement with stakeholders to identify high risk environments and risk indicators for suppliers, including products and services supplied and where they operate.

Reflecting on our commitment to reduce the risk of modern slavery in our business and supply chains, we will continue to drive accountability through our modern slavery action plan (including policy and reporting).

FUTURE INITIATIVES

► Mental health

Develop and document a mental health and wellness strategy, which includes the following elements:

- / Develop a psycho-social plan
- / Develop and roll out mental health first aid training and awareness programs
- / Develop reporting on mental health (employee assistance program (EAP) utilisation, incidents/injuries, actions/initiatives)
- / Implementation of programs and tools to support mental health (for example TrackSafe mental health app, review of EAP services)
- / Develop mental health fitness for work management process.

CASE STUDY

Ensuring our people go home safely every day



The 5 Step Process is a focused approach that prevents the event. It is a standardised process that enables learnings and efficiencies.

Our Critical Safety Risks have been identified from the high risk work activities being carried out across Arc workplaces. They are very important to us because if these activities aren't performed safely they could lead to a fatality or permanent disability.

We have also identified the critical controls our people should be putting in place before undertaking a high risk work activity to ensure everyone goes home safely at the end of every day.

During 2021, all of our people undertook training to learn about our Critical Safety Risk program and the first five of our ten Critical Safety Risks. This year we are set to launch our final five Critical Safety Risks.

We will also be holding a series of collaborative forums where we will invite our people to provide input on how we can continuously improve how we manage our Critical Safety Risks.

The Critical Safety Risks icons:



Motor vehicle accident (incl RRV)



Contact with electricity



Crushed by lifted load



Struck by mobile plant



Fall from heights



Rail traffic collision



Contact with underground services through excavation



Worker/s struck by rolling stock



Extreme weather event



Exposure to hazardous materials

Our Environment

OWNER /

Head of Governance and Risk

OBJECTIVE /

Minimise our impact and protect and enhance the environment in which we operate by reducing our carbon emissions and respecting heritage.



EXISTING INITIATIVES

► Resource usage

Arc is conducting internal analysis to understand Arc's resource usage:

- / Company-wide water usage (including non-potable water for dust suppression)
- / Renewable energy projects and opportunities
- / Lifecycle analysis of select goods
- / Existing offices and new depots (water/solar/recycling).

► Environmental management plans

Arc has existing management plans in place, outlined below, which are supported by a comprehensive Geographic Information System. These plans will be reviewed and updated over the next two years to identify additional control measures:

- / Waterway protection and culvert program
- / Aboriginal heritage
- / Flora and fauna protection
- / Noise, vibration and dust
- / European heritage.

► Bushfire mitigation

Review Arc's bushfire mitigation strategy, which includes:

- / Define Arc bushfire mitigation strategy
- / Review bushfire management plan
- / Training on bushfire mitigation.

► Invasive species

- / Review biosecurity management plan
- / Develop mapping and compile and determine a risk process which includes weeds and contaminated risk areas.



FUTURE INITIATIVES

► Carbon net zero

Develop Arc's net zero position by undertaking the following steps:

- / Develop an emissions inventory
- / Develop a strategy to reduce carbon emissions over time
- / Set net zero target.

► Electrify fleet

Review potential to electrify vehicle fleet (plus other assets) and define our expectations of contractors.



CASE STUDY

Shifting to solar proves effective in severe weather events

Arc completed a project to replace around 32 kilometres of overhead power lines with a solar powered system in the bushfire-prone Avon Valley in 2021.

Arc invested \$2.4 million in the project which saw overhead power lines replaced along the freight rail line throughout Moondyne and Toodyay West.

Historical solar data was used to inform the design of the new

systems, which have proven to be reliable during wet and stormy winter weather and expedited recovery efforts following a bushfire that swept through the Avon Valley last year.

The overhead power lines that were replaced with solar alternatives and decommissioned have been melted down and recycled to further enhance the sustainability credentials of the project.



Overhead power lines have been replaced with solar alternatives in the Avon Valley to enhance the resilience and sustainability of this critical part of the network.



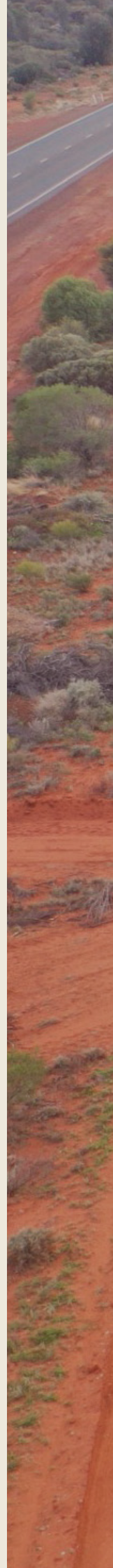
Arc's response to climate change

Arc believes climate change will impact on the business in many ways. Several of the initiatives included in this strategy directly address risks and opportunities associated with climate change.

The risk of more frequent and severe weather events is reflected in Arc's bushfire and zero derailments initiatives. The railway is generally resilient to bushfire risk; with the rail, concrete or steel sleepers (installed in bushfire prone areas), ballast and signalling all designed to survive a bushfire. However, washaways from flooding events present a significant risk to our operations and we have been focussed on improved weather monitoring solutions to provide early warning of potential washaways.

Climate change is also driving a shift of freight to rail, given rail is well acknowledged as a greener form of freight transport, as well as a shift to renewable energy across both road and rail. Our Intermodal Strategy directly supports this shift in freight to rail.

The opportunity to reduce emissions through the shift to greener fuel options for both trucks and trains will benefit the entire freight industry. The timing of this shift is important and Arc is working closely with industry to support and manage the transition to greener fuels.



Decarbonisation and striving for net zero

The State's freight rail network has the opportunity to play a key role in the transition to a zero carbon future.

According to the Australasian Railway Association (ARA), freight rail generates 16 times less carbon pollution than road freight and delivers improved safety outcomes across the freight network.

Whilst Arc's carbon emissions are low relative to other elements of the freight supply chain, we nonetheless intend to reduce our emissions towards a net zero position.

Arc is currently developing an emissions inventory which will identify hotspots of carbon emissions within the business and be used as a baseline for future carbon reduction measurement.

During 2022, Arc will begin to develop a strategy to reduce carbon, starting with those hotspots. By the end of 2022 we intend to commit to a net zero target, underpinned by a decarbonisation strategy to achieve that commitment.

Our Community & Stakeholders

OWNER /

Head of Stakeholder Engagement

OBJECTIVE /

We are a geographically diverse business that cuts across numerous communities and we seek to work with each community, respecting their heritage, and continuing to build trust.



EXISTING INITIATIVES

► Community partnerships

Partnerships with Constable Care Foundation, Type 1 Diabetes Family Centre, Foodbank WA, Kate Mullins Association, Lifeline WA and Youth Focus.

► Community corridor use

Support and manage appropriate community use of rail corridor.

► Rail safety

- / Build upon existing rail safety programs such as Rail R U OK? Day, TrackSafe and Signal Passed at Danger (SPAD) awareness week to develop and roll out a coordinated rail safety campaign across the business to address community, employee and industry risk
- / Continue work on the Zero Collisions project to help reduce SPADs across the network.

► Rottnest Island rail

Carry out rail works for Rottnest Island rail network.

► Passenger upgrades

Facilitate high level platform projects driven by Public Transport Authority for passenger services.

► Regional communication

Engage with Infrastructure WA on a State regional telecommunications strategy.

► Volunteering

Promote, enhance and extend Arc's volunteering program with our partners and other charitable community organisations.





FUTURE INITIATIVES

► Aboriginal engagement

Develop an Aboriginal engagement strategy, focusing on the following work streams:

- / Education and awareness
- / Aboriginal heritage
- / Procurement
- / Employment and training
- / Community and partnerships.

CASE STUDY

Helping communities along the freight rail network

Arc has refreshed its community investment program to ensure the business continues to support the communities where we live and work in a long-lasting, meaningful and positive way.

Initiatives we are providing long-term support to include the Constable Care Foundation Safety School, Youth Focus Hawaiian Ride for Youth event, Central Wheatbelt food relief pilot program with Foodbank WA, regional WA mental health training workshops with Lifeline WA and an Aboriginal university student from Geraldton completing a Bachelor in Education

through the Kate Mullin Association Scholarship Fund.

Our 2021 \$30,000 Christmas donation was split between Zonta House Refuge Association Inc in Perth and Desert Blue Connect in the Mid West to support their invaluable work empowering those at-risk or impacted by homelessness and family and domestic violence.

We aim to make a real difference to our State through the direct contribution of almost half a million dollars a year in the form of community partnerships, cash, in-kind donations and volunteering hours.



Arc's updated community investment program and volunteering program support the key work undertaken by charitable causes across Western Australia.



Our Customers

OWNER /

Head of Business Development

OBJECTIVE /

To support our customers sustainably manage the movement of their freight.

1 NO POVERTY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



EXISTING INITIATIVES

► Intermodal Strategy

The development of intermodal terminals (IMTs) supports the shift of freight from road to rail. Arc is actively progressing new IMTs in the Perth metropolitan area and in the regions. In 2021 Arc developed the Hampton IMT in Kalgoorlie to keep freight on rail. A new IMT in Leonora will be developed in 2022 and the Kenwick Intermodal Terminal is planned to be developed in 2022/2023.

► Agricultural Supply Chain Improvements (ASCI) projects

Arc is partnering with Government and CBH to increase grain tonnes on rail and move grain to port faster, through the upgrade of sections of mainline rail and the development of new rail sidings.

► Data and Knowledge

Phase one of the Data and Knowledge project to improve data reporting and accessibility across the business was implemented in 2021.

Phase two will see improvement in collecting, integrating, storing and representing our data. Data from our assets including track, signalling, communications, above rail systems and structures will be the focus for 2022.

► Asset management

Arc has an asset management system that formalises and improves the way we manage our assets.

Arc aims to continue to improve the maturity of the asset management system and continue to provide a rail network that is fit for purpose and able to support the success of rail transportation into the future.

► Australasian Centre for Rail Innovation (ACRI)

Arc will continue to partner and share information with ACRI, which will support innovation across various rail initiatives.



FUTURE INITIATIVES

► Modal shift to rail

/ Actively promote the environmental and social benefits of rail over road, through the quantification of reduced carbon emissions and resulting financial benefit

/ Contribute to ARA's Rail Sustainability Playbook.

► Maintain competitive advantage

/ Monitor emerging risk that rail will lose its competitive advantage with introduction of new technologies

/ Research future infrastructure requirements for hydrogen and electric trains.

► Customer reporting

Develop reporting capabilities to respond to customer requirements for scope 3 emissions.

► Future technologies

Contribute and support innovation and research into future technologies:

/ Actively participate in ARA Sustainability Committee on alternative fuels and other industry initiatives

/ Contribute to WA Department of Transport (DoT) research into sustainable transport

/ Collaborate with industry on lower impact engineering products and other future technologies.

► Train control

Arc will implement the final stages of the Enhanced Network Control Protocol (ENCP) project in 2022.

Focus will then shift to the Advanced Train Management System (ATMS) project which provides significant improvements in safety and capacity for our customers and their above rail operators.



CASE STUDY

Unlocking growth opportunities through new IMTs

Arc Infrastructure enabled more than \$3 million new investment in the State's freight rail network through the construction of rail infrastructure to support Watco and Qube with their new Goldfields operations.

Watco and Qube were awarded the freight logistics contract for the BHP Nickel West transport task in 2021, which sees various products being transported between multiple Goldfields locations, Kwinana and Fremantle Port via Arc's freight rail network.

To facilitate the transportation of this task via rail, Arc, in conjunction with Qube and Watco, developed a new rail and intermodal terminal at the Hampton ballast siding on the Esperance Line ahead of operations commencing in March 2021.

Without this infrastructure, the freight task would have shifted to road.

Arc Infrastructure was proud to accept the ARA Freight Rail Excellence Award for the rapid design and construction of the Hampton Intermodal Terminal that pushed the limits of project delivery.



Arc enabled the opening of a critical piece of transport infrastructure.



Our People

OWNER /

Head of People

OBJECTIVE /

We will strive to employ a diverse workforce, provide an inclusive workplace and continue to provide a range of development opportunities for our people.

3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES



EXISTING INITIATIVES

► Local attraction

Arc has a policy to employ locally with minimal fly-in fly-out (FIFO). We also enable drive-in drive-out (DIDO) to support local/regional communities and provide flexibility.

► Attraction through partnership

Arc is a foundation supporter of the ARA Rail Skills Academy, which enables rail pathways through partnerships with TAFE and universities.

► Development

Arc has implemented a Leadership Development Program which commenced with the roll out of the Supervisor Development Program in 2021. The next stage, the Manager Development Program, will be implemented during 2022.

► Reward and recognition

Arc's remuneration and benefits provide our employees with a mix of financial and non-financial reward. In addition to the salary, wages and superannuation benefits, the financial element includes an annual bonus plan (which is an at-risk incentive for employees incorporating safety, financial performance and other employee-specific operational and strategic objectives). Non-financial benefits include salary sacrificing, employee assistance program, plus a number of discounts across financial and lifestyle goods and services.

In 2022, Arc will continue to review and develop its remuneration process, with a focus on refreshing position descriptions and evaluation of jobs against market data.

► HR management system

Improve the visibility of people related policies, standards and guidelines.



FUTURE INITIATIVES

► Attraction and recruitment

- / Improve Arc's recruitment brand through promotion of internal initiatives
- / Eliminate recruitment bias to encourage greater diversity.

► Workforce engagement

Increase the scope of the People project and include:

- / Job redesign to support flexible working
- / Workforce planning and talent pipeline strategy.

► Workforce development

Enhance development plans for all employees and ensure training plans are in place that focus on the continued competency development of our workforce.



CASE STUDY

Building capacity across the business

We are focusing on the training and development of our people to build capability across the business.

Last year, the Arc Leadership Development Program was launched with the commencement of the first cohort in the Supervisor Development Program.

The Supervisor Development Program sessions included units on trust, managing teams, communication, safety leadership, giving feedback and motivation.

This year we are set to launch the Manager Development Program which will focus on managing a function.



Participants from various Arc departments including Customer Operations, Engineering, Signalling and Works Delivery have completed professional development internally.



arc
infrastructure



SUSTAINABILITY STRATEGY
March 2022