

# Creating our positive imprint



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# Creating our positive imprint

Our purpose, ‘Creating a more sociable future, together’ keeps us focused on our role in bringing millions of people together in shared moments every day.

Our work in sustainability enhances the value of our business, and the value of the contribution we make. We help people make informed choices and enjoy our products and experiences responsibly. We look after local people in our own business, and in the businesses of those who help us do what we do. We contribute to local economies and help to build stronger, more connected communities. And we’re doing what we can to reduce our impact on the environment.

We act responsibly, inclusively, and with care, to add value to the lives of our people, our customers and our communities.

**It’s the positive imprint we’re creating.**



## About this report

This Sustainability Report (Report) has been prepared to provide a general overview of Endeavour Group's performance with respect to environmental, social and governance (ESG) topics between the periods of 1 July 2023 and 30 June 2024 (F24). It should be read in conjunction with Endeavour Group's 2024 Annual Report, which provides a detailed overview of Endeavour Group's financial performance for F24.

Any currency referred to in the Report is in Australian dollars, unless otherwise stated.

Endeavour Group has verified accuracy of the information contained in the Report, and limited assurance has been obtained by Deloitte.

Information presented in this report is, unless stated otherwise, current as at 30 June 2024.

Any reference to Endeavour Group, Endeavour, 'we', 'our', or 'us' refers to Endeavour Group Limited ACN 159 767 843 ('Endeavour') and its controlled entities (together 'Endeavour Group' or 'the Group').

This report may contain forward-looking statements in relation to Endeavour Group Limited ACN 159 767 843 ('Endeavour') and its controlled entities (together 'Endeavour Group' or 'the Group'), including statements regarding Endeavour Group's intent, belief, goals, objectives, initiatives, commitments or current expectations with respect to the Group's business and operations, market conditions, results of operations and financial conditions, and risk management practices. Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'guidance' and similar expressions. These forward-looking statements are based on the Group's good-faith assumptions as to the financial, market, risk, regulatory and other relevant environments that will exist and affect the Group's business and operations in the future. The Group does not give any assurance that the assumptions will prove to be correct. The forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the control of the Group, that could cause the actual results, performances or achievements of the Group to be materially different from future results, performances or achievements expressed or implied by the statements. Investors and prospective investors are cautioned not to place undue reliance on forward-looking statements. Except as required by applicable laws or regulations, the Group does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied on as a guide to future performance.



We are a signatory to the United Nations Global Compact (UNGC). UNGC signatories embrace a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. In this report, we share our performance against the UNGC core values.



## Acknowledgement of Country

We acknowledge the First Peoples of the lands on which Endeavour operates across Australia and New Zealand. We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Custodians and First Nations of Australia. We pay respects to their Elders past and present, and recognise their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We acknowledge that their continuing care for Country and ancient soils since time immemorial has gifted us a uniquely Australian terroir. We also acknowledge and respect ngā iwi Māori and their unique role as tangata whenua of Aotearoa/New Zealand and as Treaty of Waitangi partners. We commit to listening to and learning from the voices, stories and cultures of First Peoples where we operate our businesses.

Aboriginal and Torres Strait Islander people are respectfully advised that this document may contain images and/or names of Aboriginal and Torres Strait Islander people who may be deceased.

'Celebration Place' by Riki Salam (Mualgal/Yalanji/Ngai Tahu), our Reconciliation artwork.

We are deeply privileged to have Riki tell a story that is uniquely Endeavour, through a dynamic visual language and the timelessness and omniscience of the Dreaming. The artwork Riki created for us symbolises both occasion and belonging, time and space, and the process of coming together, as well as the outcome of being one through shared experiences and knowledge. The concept represents water and knowledge flowing throughout the country. From desert country to stone country, rainforest country. From freshwater to saltwater all water carries knowledge from upstream to downstream. This knowledge is passed down from generation to generation to keep Culture strong.

See Reconciliation artwork 'Celebration Place' by Riki Salam (Mualgal/Yalanji/Ngai Tahu), [www.endeavourgroup.com.au/sustainability](http://www.endeavourgroup.com.au/sustainability).



# Creating sustainable value



We care about ‘Creating a more sociable future, together’ in a sustainable, responsible way. When social connection is more important than ever, the work we do, and the way we do it, leaves a lasting imprint.

We’re committed to leaving a positive imprint on our people, our planet and our communities as part of our long-term value creation. Responsible, sustainable growth enhances the value of our business, and the value of the contribution we can make in our communities. Guided by our values and ways of working, our Sustainability Strategy is our detailed plan to create positive, sustainable value, by acting responsibly, inclusively, and with care.

Our focus on driving a culture of responsibility and compliance, from operations and standards through to our marketing and interactions with our customers in our stores and hotels every day, remains our greatest priority and opportunity to make a positive social impact.

This year, we continued to strengthen our foundation: improving our training, processes, initiatives and technology. This reflected in improved metrics: a 92% completion rate for our Leading in Responsibility training across all our team members and more than 44 million customer engagements with our responsibility messaging. We also created two new cross-functional **Responsibility Steering Committees** to provide high level oversight and governance, and accelerate progress against our commitments. There is work to do, but sharing our performance and targets for improving responsibility metrics for the first time demonstrates our commitment to transparency and action.

In our communities, we’re contributing to local economies and working in partnership to provide relevant support and targeted solutions to local challenges. Developing trust and relationships over time is key to making sure our impact is sustainable. This is the foundation of our approach with the **Community Advisory Committee** in Darwin, which supported progress in a number of local projects this year, while strengthening our working partnership with the Larrakia Nation Aboriginal Corporation for the long term.

We completed the second year of our Reflect Reconciliation Action Plan, prioritising building our own understanding and cultural awareness, and creating safe spaces for our First Nations team members to connect with one another and access support. As we begin work on our Innovate Reconciliation Action Plan, we understand the work of reconciliation is more important than ever before.

As a people business, we were extremely proud to have reached Bronze Tier Employer status as part of our 2023 Australian Workplace Equality Index submission – two years ahead of our 2025 target. This achievement highlights the value and impact of our inclusion policies, initiatives and programs on our LGBTQ+ team members, and our hope for all team members to come as they are, and have their individuality encouraged, celebrated and supported at work.

While we made progress this year in our inclusion, equity and diversity metrics, we have had challenges in safety, and our annual engagement data shows our businesses and team aren’t immune from broader market constraints and organisational capacity challenges. Work is underway to better safeguard, support and connect our teams, foster energy at work and promote overall wellbeing.

We still have some work to do to meet and strengthen our reporting against our climate commitments. This year, to support our ongoing focus on building climate resilience throughout our operations, we performed a **qualitative scenario analysis** to inform our strategy and long-term business planning. As we better understand our risks, opportunities and influence, we can more effectively work in partnership with our suppliers to decarbonise our operations and reduce our environmental impact.

This report shares what we’ve been up to this year, as we work to make a meaningful, lasting contribution against the context of a more challenging market environment. The year hasn’t been without its challenges, but we’re proud of the progress we’re making, and the value we’re creating. We’ll continue to listen, learn and work towards better as part of our commitment to create a brighter, more sociable future with our people, our partners and our communities.

That’s our positive imprint.

**Ari Mervis**  
Chairman

**Steve Donohue**  
Managing Director  
and CEO

# About Endeavour Group

Endeavour Group is a collection of some of Australia's best-known businesses and brands in liquor retail, drinks production, hotels and entertainment. We're a team of 30,000 great people, united and inspired by one purpose:

## Creating a more sociable future, together

### Our values

We're real  
We're inclusive  
We're responsible

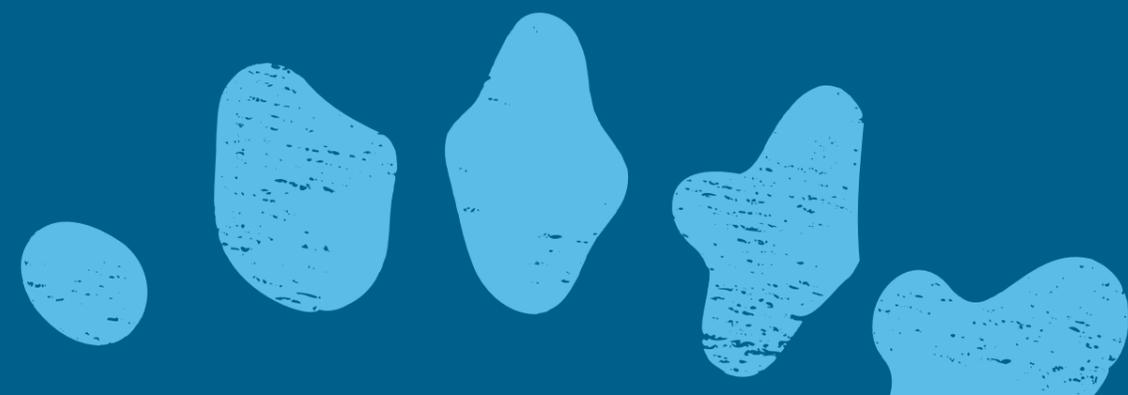
### Our ways of working

We work with spirit  
We endeavour for better  
We're team players

### Our imprint

Sustainability is at the heart of our purpose, as we keep the future we're creating top of mind. The decisions we make today have a lasting imprint on our customers, our team members, the communities we're a part of and the planet we share.

The guiding principles, goals and commitments of our Sustainability Strategy are our roadmap. They keep us future-focused and action-oriented, underpinned by the values and ways of working that connect every member of our team across all our brands and businesses. Taking care and acting responsibly in all we do is the positive, enduring imprint which will create long-term value for all our stakeholders, and sustainable growth for our business.



**Our sustainability ambition**  
Creating a positive imprint

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**Our sustainability principles**



**Responsibility and community**  
Advocating responsible choices and supporting positive change in our communities



**People**  
Championing individuality, human and personal rights



**Planet**  
Reducing our impact on the planet

**Our priority**  
Committed to responsibility, with compliance at our core

## Our approach

Our Sustainability Strategy is aligned with our Group priorities and details our ambition and plans in Responsibility and community, People and Planet (see how they are integrated in our strategy scorecard on page 14). Going beyond reportable disclosures, regulatory obligations and reputational initiatives, our sustainability commitments reflect our culture of care for our communities, for each other and for the environment.

A strong foundation is key to building our business sustainably and strong governance of our strategy is critical. The Endeavour Group Board is responsible for and has direct oversight of our Sustainability Strategy, while the People, Culture and Performance Committee and the Audit, Risk and Compliance Management Committee oversee progress against our key priorities. There is more about our governance on pages 16 and 17.

## Our priority

Reflecting our commitment to responsibility, we're strengthening compliance across our operations and putting frameworks and governance in place to seek to manage evolving risks, priorities and challenges. It's so important to us, we've developed two cross-functional Steering Committees to set direction and prioritise our work in customer responsibility and responsible operations (see page 20).

We're listening, learning and finding ways we can improve and do better, focusing on what matters (see pages 10 and 11) and prioritising what's important to our business with the changing needs and expectations of all our stakeholders.

Above all, it's about working together to make the greatest positive impact and enhance the value of our contribution.

# Creating our imprint

Through our unique set of capabilities, combined with our approach to sustainability, we aim to create a positive imprint on the communities we are part of, the people we connect with and the world we all share.

## Our inputs

### Team

People are at the heart of everything we do. We know the culture of care and respect we show to our 30,000+ team members drives better long-term outcomes for everyone.

### Brand and product knowledge

We use technology and data to build our understanding of our customers to be able to provide them with meaningful experiences.

### Community and relationships

Developing strong relationships with external stakeholders, like our customers, government, suppliers and the 1,500+ communities we're in.

### Natural and physical capital

We use our network of 2,000+ sites and natural resources to create products and experiences.

### Financial

Attracting investment flow and generating investment returns.

## Our approach to sustainability



## Our value created

### Team

**45%**  
women in senior leadership

**72%**  
Voice of Team score

**92%**  
team members trained in Leading in Responsibility

### Brand and product knowledge

**44m**  
customer engagements for responsibility messaging

**300+**  
low and no alcohol range

**1,500+**  
new products ranged

### Community and relationships

**\$6m**  
invested into our community with our customers

**\$8.4b**  
value spent with suppliers<sup>1</sup>

**77%**  
Voice of Supplier respondents recommend Endeavour as a strategic partner

### Natural and physical capital

**219**  
sites with solar installed

**273**  
Dan Murphy's stores with electronic shelf labelling, saving 8 million sheets of ticketing

**8**  
sites certified by Sustainable Winegrowing Australia/New Zealand

### Financial

**\$4.3b**  
value distributed to the team, lenders, government, shareholders and reinvested in the business<sup>1</sup>

**\$1,055m**  
Group earnings before interest and tax<sup>1</sup>

**28.6¢**  
earnings per share<sup>1</sup>

<sup>1</sup> For the period 26 June 2023 to 30 June 2024.

# Our material matters

Understanding what’s important to our people, our stakeholders and our communities helps us understand the areas where we can make an impact and add value.

We regularly review and prioritise our most material environmental, social and governance (ESG) issues and opportunities against our strategy and commitments. This involves consultation with all our stakeholders, keeping up to date with emerging trends, risks and evolving expectations to maintain relevance. In our first formal independent materiality assessment in F23, the following topics were identified and grouped, reflected in these tables. The order of the topics does not equate to the importance of the issues or how we prioritise our actions to address them. They inform our approach, the actions we take and when, and how we report against them.

🔗 For more information see the Materiality matrix on page 90.

## Our stakeholders have told us that responsibility and compliance are our most material issues.

Key themes	Material topics	Our approach to key stakeholder insights
 <p><b>Responsibility</b></p> <p>Committed to responsibility with compliance at our core</p>	<ul style="list-style-type: none"> <li>• Marketing and labelling</li> <li>• Regulatory and compliance</li> <li>• Responsible consumption messaging</li> <li>• Responsible gambling education</li> <li>• Responsible service of alcohol</li> <li>• Responsible marketing of gambling</li> <li>• Responsible sourcing</li> <li>• Privacy and cyber security</li> <li>• Product innovation</li> </ul>	<p>We have an important role to play in delivering products and services that adhere to our high standards of responsible service. Our stakeholders consider this to be an area where we can shape industry standards, given our national footprint.</p> <p>Part of this includes an opportunity for messages of moderation to be communicated to the public, which we do through brand marketing, community and major events, and extending our range of low and no alcohol products.</p> <p>Privacy is growing in importance for all stakeholders, including customers. We remain vigilant on the issue and have increased capability to address this risk.</p> <p>As our business grows and matures, our compliance capability must also increase so that risks are mitigated across the retail and hotel businesses. In F24, we have developed two new Responsibility Steering Committees to better support our regulatory obligations and drive responsibility initiatives and compliance across the business.</p> <p>🔗 There’s more information on the work we’ve done this year on pages 18-37.</p>

Key themes	Material topics	Our approach to key stakeholder insights
 <p><b>Governance</b></p> <p>Engagement and disclosure</p>	<ul style="list-style-type: none"> <li>• Business purpose</li> <li>• Ethical behaviour</li> <li>• Stakeholder engagement</li> <li>• Responsible remuneration</li> <li>• Shareholder returns</li> <li>• Tax transparency</li> </ul>	<p>Our stakeholders agree that maintaining responsible conduct and a strong regulatory compliance record is a core requirement for Endeavour Group. We will continue to work with our industry counterparts so that all stakeholders have what they need to make informed decisions.</p> <p>We intend to continuously engage with our stakeholders, understand the changing environment and address issues as they occur.</p> <p>🔗 There’s more information on the work we’ve done this year on pages 16-17.</p>
 <p><b>Community and team</b></p> <p>Caring and creating a safe and inclusive environment for our team, customers, supply partners and community</p>	<ul style="list-style-type: none"> <li>• Advancing reconciliation</li> <li>• Community investment</li> <li>• Customer health and safety</li> <li>• Diversity, equity and inclusion</li> <li>• Human rights and labour practices</li> <li>• Supplier diversity and relations</li> <li>• Talent attraction and retention</li> <li>• Team wellbeing, health and safety</li> </ul>	<p>We are committed to supporting our people and those who interact with our products and business, including contractors and suppliers, customers and community.</p> <p>Team safety and wellbeing is an area of heightened focus, as is striving for a diverse and inclusive workplace to attract and retain talent. To create safe workplaces for all, we’ll continue to drive awareness of human rights issues with suppliers and contractors, with the aim of de-risking our supply chain.</p> <p>As our business matures and grows, so too does our commitment to impactful, targeted community engagement and advancing the rights of First Nations peoples.</p> <p>🔗 There’s more information on the work we’ve done this year on pages 42-59</p>
 <p><b>Care for the planet</b></p> <p>Collaborating with stakeholders on climate, biodiversity and circular solutions</p>	<ul style="list-style-type: none"> <li>• Biodiversity</li> <li>• Circular solutions</li> <li>• Greenhouse gas emissions</li> <li>• Packaging and waste</li> <li>• Renewable energy</li> <li>• Water stewardship</li> </ul>	<p>Our commitment to emissions reduction remains steadfast and we will have a greater focus on increasing uptake of renewable energy sources. We are working to strengthen our emissions capture, tracking and validation in preparation for changes to reporting requirements and setting reduction targets against our baseline data.</p> <p>We’ll look to increase our opportunities for collaboration with key suppliers to introduce enhanced circular packaging and waste solutions.</p> <p>We have an active role to play in biodiversity and water stewardship, and our team continue to monitor sites for water use and soil health, in preparation for reporting on any nature-related risks.</p> <p>🔗 There’s more information on the work we’ve done this year on pages 60-77.</p>

# Our sustainability strategy

Our Sustainability Strategy is aligned with our Group priorities and details our ambition to do the right thing in the areas of Responsibility and community, People and Planet.

Mapped against our key material issues, our goals and commitments go beyond reportable disclosures, reputational initiatives and regulatory obligations. Guided by our purpose and values, every action we commit to is aligned with global principles for sustainable development and reflective of the care we have for our communities, for each other, and for the planet we all share.

Principle	Goal	Aligned UN SDG
<b>Responsibility and community</b> Advocating responsible choices and supporting positive change in our communities	<ol style="list-style-type: none"> <li>Demonstrate leadership in the responsible service of alcohol and gambling.</li> <li>Enable customers to make informed decisions about our products and services to encourage responsible consumption.</li> <li>Partner with experts to identify potential strategies to address alcohol and gambling related harm in the community.</li> <li>Collaborate to pursue leading standards for our industries.</li> <li>Generate a measurable, positive impact in the communities we serve.</li> </ol>	
<b>People</b> Championing individuality, human and personal rights	<ol style="list-style-type: none"> <li>Create a safe, inclusive workplace where our teams are trained and empowered.</li> <li>Respect and promote human rights and ethics in our operations and supply chain.</li> <li>Respect our customers' privacy and acknowledge the importance of robust privacy principles and practices.</li> </ol>	
<b>Planet</b> Reducing our impact on the planet	<ol style="list-style-type: none"> <li>Demonstrate our commitment to addressing climate change and reducing our carbon footprint.</li> <li>Adopt and maintain sustainable practices in our use of natural resources.</li> <li>Enhance the circularity of our products and our industry.</li> </ol>	

### Our global context

We support the United Nations Global Compact's Ten Principles, and our goals are directly linked to the United Nations Sustainable Development Goals (SDGs).

The SDGs were adopted by the United Nations in 2015 as a universal call to action to end poverty and protect the planet, so that by 2030, all people enjoy peace and prosperity.

For more details about our strategy, please visit [www.endeavourgroup.com.au/sustainability](http://www.endeavourgroup.com.au/sustainability).



## Our reporting

As reporting requirements continue to evolve, we are aligning our systems to improve our data capture, collection and auditing to increase our transparency and strengthen clarity in our reporting.

Above and beyond reportable disclosures, our governance and risk management processes rely on continuous monitoring and reporting of non-financial risks across the business, including team member training, regulatory compliance, diversity and inclusion, gender balance in pay and leadership, health and safety metrics, whistleblower reports, customer complaints, supplier surveys, the outcomes of internal and external audits and reviews, and more.

This Report reflects our priorities, our progress against our commitments and initiatives, and some of the challenges we've faced in pursuit of our strategy. It has been prepared with relevance to the Global Reporting Initiative Standard (GRI), and with consideration to relevant reporting standards including the Taskforce on Climate-Related Financial Disclosures (TCFD) and United Nations Global Compact.

We acknowledge there are incoming changes to reporting requirements, such as the incoming Australian Sustainability Reporting Standards. We plan to progressively increase our alignment to comply with these reporting standards, and continue to review our stakeholder expectations in relation to ESG reporting.



# Our strategy scorecard

Endeavour Group's strategy is focused on delivering long-term shareholder value.

Our strategy scorecard sets financial, operational and brand targets, as well as sustainability and responsibility goals, reflecting our commitment to deliver for our shareholders, our people and our communities.

These goals address our most material issues and align with and support the commitments made in our F21 Sustainability Strategy. We know our work in this space drives sustainable value in our business, and increases the value of the contribution we make - our imprint.

This is an extract from our strategy scorecard. For the complete scorecard, visit our 2024 Annual Report (page 14-15).

**Key**

- Planning Our plans to achieving this goal and commitments are being developed.
- Progressing We have started working through the roadmap, and are on track to meeting milestones.
- Achieving We are on track to meeting our milestones and our 2030 goals.
- Off plan We are meeting some challenges which may require us to evaluate our timelines.

Positive and sustainable imprint	Achievements in F24	Progress	Reference
<p><b>Culture of responsibility and compliance</b></p> <ul style="list-style-type: none"> <li>Full compliance with regulatory requirements</li> <li>100% of team members complete Leading in Responsibility training</li> </ul> <hr/> <p><b>Promoting responsibility</b></p> <ul style="list-style-type: none"> <li>Creating responsibility campaigns to reach five million people per campaign</li> <li>Evolve and improve Player Protect</li> </ul> <hr/> <p><b>Community engagement</b></p> <ul style="list-style-type: none"> <li>Increase our support of community partnerships and reconciliation</li> </ul>	<ul style="list-style-type: none"> <li>92% team trained in Leading in Responsibility</li> <li>Creation of new governance over responsibility: Responsible Operations Steering Committee and Customer Responsibility Steering Committee</li> <li>Development and implementation of Endeavour Responsible Marketing Standards</li> <li>Releasing for the first time the point of sale ID25 program scores for retail - 88% and express delivery - 93%</li> </ul> <hr/> <ul style="list-style-type: none"> <li>44m customer engagements with responsibility messaging</li> <li>Ongoing partnership with DrinkWise</li> <li>Focus on best-practice training: 96% of relevant team members have completed enhanced Responsible Service of Gaming training developed with the Responsible Gambling Council of Canada (RGCC)</li> </ul> <hr/> <ul style="list-style-type: none"> <li>\$6m invested in our communities</li> <li>National partnerships with GIVIT, Gotcha4Life and Plastic Free Foundation</li> <li>Relationships and community projects progressing in Darwin through Endeavour Community Advisory Committee (CAC)</li> <li>Completed Reflect Reconciliation Action Plan, building relationships and understanding with our First Nations team members and stakeholders</li> </ul>	<p>Progressing <span style="color: #0070C0;">○●●</span></p> <hr/> <p>Progressing <span style="color: #0070C0;">○●●</span></p> <hr/> <p>Progressing <span style="color: #0070C0;">○●●</span></p>	<p>See pages 20-26</p> <hr/> <p>See pages 27-31</p> <hr/> <p>See pages 32-41</p>
<p><b>People</b></p> <ul style="list-style-type: none"> <li>Safety - reduce Total Recordable Injury Frequency Rate (TRIFR)</li> <li>Team Experience - maintain or improve Engagement (Voice of Team)</li> <li>Maintain or improve gender pay equity (WGEA)</li> <li>Maintain 40:40:20 gender balance in senior management</li> </ul>	<ul style="list-style-type: none"> <li>10.36 TRIFR</li> <li>72% Voice of Team</li> <li>45% of women in senior leadership positions</li> <li>Recognised in the inaugural Workplace Gender Equality Agency's (WGEA) Employer Gender Pay Gaps Snapshot</li> <li>Awarded Bronze Tier Status at the Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Inclusion Awards</li> </ul>	<p>Off plan <span style="color: #FF0000;">○</span></p>	<p>See page 42-59</p>
<p><b>Planet</b></p> <ul style="list-style-type: none"> <li>100% renewable energy by 2030</li> <li>Meet our targets on packaging to improve circularity</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative scenario analysis completed</li> <li>219 sites with solar generating 14,690 MWh of energy</li> <li>99% of Own Brand packaging is reusable, recyclable or compostable</li> <li>54% of Own Brand packaging has average 50% recycled content</li> <li>97% of Own Brand packaging is FSC or PEFC certified and has a minimum of 60% recycled content</li> </ul>	<p>Planning <span style="color: #0070C0;">○</span></p>	<p>See page 60-77</p>

# Our governance

We're strengthening our governance and compliance across our strategic priorities to support the creation of sustainable value for our shareholders, and meet the evolving expectations of our stakeholders.

Our Sustainability Strategy is aligned with our Group strategic priorities and scorecard, reflecting its importance to our long-term value creation.

The Endeavour Group Board is responsible for and has direct oversight of the Sustainability Strategy, including the goals and commitments, and related policies, procedures, standards and statements within it.

The People, Culture and Performance Committee and the Audit, Risk and Compliance Management Committee of the Board oversee progress against our key priorities, and the management of related risks to achieving our sustainability commitments.

Our CEO and Executive Leadership Team are responsible for managing the strategy, including each goal and commitment and any related risks. Each commitment carries Executive sponsorship and the support of the Strategy, Risk, Legal, Corporate Affairs and Sustainability teams, which help our business leaders embed the strategy.

Business units are responsible for delivering sustainability initiatives with the support of cross-functional sustainability teams and Working Groups focused on execution. Highlights, risks and progress against sustainability metrics are reported to the Board each quarter.

To better support our regulatory obligations and drive responsibility initiatives and compliance through two new cross-functional Steering Committees prioritise our work in this space (see page 20).

A remuneration framework for eligible Endeavour Group team members and executives includes a combination of Short Term Incentive (STI) and Long Term Incentive (LTI) measures based on sustainability goals. The STI is assessed individually on a team member's performance against Endeavour Group's Ways of Working, including how they have set up their teams for success and how sustainability goals have been delivered. The LTI measure has a dedicated 'Leading in Responsibility' metric worth 20%, focusing our most senior executives on enhancing initiatives that support responsible service and use of alcohol and gambling, meeting and exceeding our regulatory obligations. Details can be found in the 2024 Annual report.

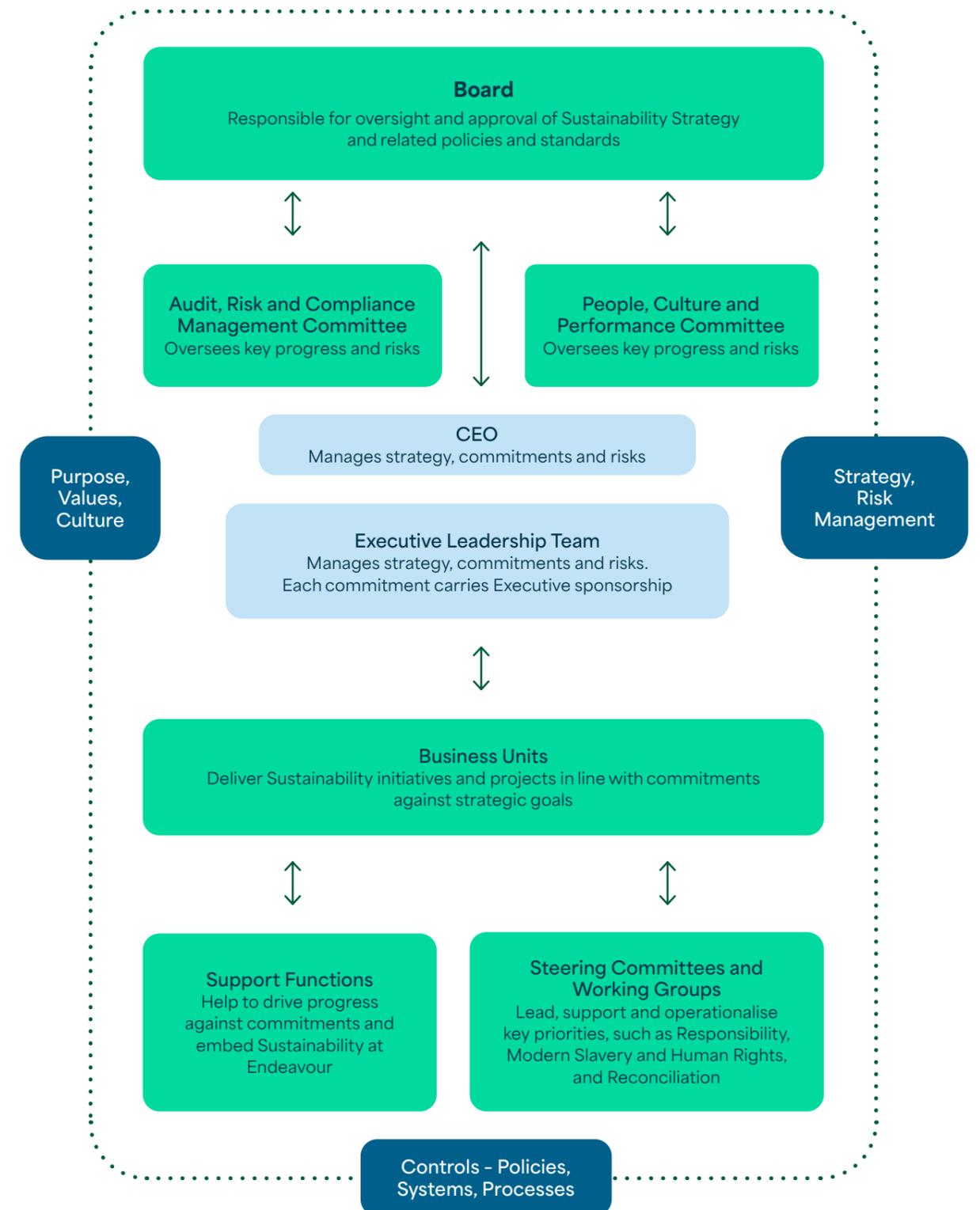
A combined community and property analysis is also part of our property and licence decision-making processes, particularly as they relate to any new developments or acquisitions. The focus of this analysis is to research and review geographic and community factors that can inform us on additional consultation or engagement steps that may be needed.

For links to our key policies and standards, including our Corporate Governance Statement, visit: [www.endeavourgroup.com.au](http://www.endeavourgroup.com.au)

## Key policies, frameworks and standards

- Corporate Governance Statement
- Code of Conduct
- Whistleblower Policy
- Modern Slavery Risk Framework
- Responsible Sourcing Program
- Human Rights Statement
- Diversity and Inclusion Policy
- Responsible Marketing Standards
- Privacy Policy
- Online Alcohol Sale and Delivery Code of Conduct
- Secondary Supply Policy
- Responsible Gaming Charter
- Responsible Buying Charter

## Our sustainability governance framework





# Responsibility and community

Promoting responsible choices and supporting positive change in our communities.

Responsibility is a central part of who we are, what we stand for and the way we bring people together through our brands, products and experiences in our communities. It's so important to us, we're creating a culture of responsibility - with compliance at our core.



New governance: Responsibility Steering Committees

**44m**

customer engagements with responsibility messaging

**92%**

team trained in Leading in Responsibility ▲ 2%

**88%**

ID25 mystery shopping score (liquor retail)

**\$6m**

invested in our communities



## Committed to responsibility

### Strengthening our responsibility culture, with compliance at the core.

Our commitment to creating a lasting, positive imprint in our communities puts responsibility and compliance at the heart of our business. We know that our licences are a privilege, not a right, and that compliance with our regulatory obligations is critical.

Our culture of responsibility is driven by our values and our passion for bringing people together to share in real, meaningful and memorable moments. We place responsibility and compliance at the centre of our strategy, our decision-making and our everyday interactions with our customers because we care, and want the shared moments we're part of to be remembered for the right reasons.

This is our priority, and we're investing in our people, our processes and our systems to continuously improve. By focusing on our foundations - resourcing, training, frameworks, controls and oversight - we can better support our regulatory obligations and drive responsibility values and compliance through our operations.

We're also sharpening our own understanding of what it means to be committed to responsibility. The size, scale and footprint of our business positions us well to lead by example, and we're energised to work together in partnership with industry, government and communities to drive positive, sustainable change.



### New governance in responsibility

To strengthen our governance and compliance, in F24 we developed two new cross-functional Steering Committees to oversee responsibility work, set direction and priorities and create a roadmap for future initiatives:

- **Responsible Operations Steering Committee**, reviewing the internal programs, control measures and research projects which guide our decision-making and compliance in responsible service.
- **Customer Responsibility Steering Committee**, reviewing our customer-facing, external initiatives which educate, advocate and encourage personal responsibility, choice and moderation.

Each Steering Committee is chaired by a member of the Executive Leadership Team, meets bi-monthly and reports updates to Board Committees (see pages 21 and 22).



## Responsible Operations Steering Committee

**Purpose:** Defining our 'Responsibility roadmap' for operations

Oversight of our legal and compliance obligations, stakeholder expectations, metrics and targets across Responsible Service (Alcohol and Gaming), Liquor Licensing, Online and Delivery, Venues and Responsible Use of Data.

Make sure the business is living its values and ways of working by looking beyond our legal obligations, defining what leadership in responsible practices looks like, and driving meaningful change.

Provide appropriate team member support to help them make the right decisions.

#### Compliance obligations in scope

- EGM<sup>1</sup> licensing
- Liquor licensing
- Privacy and data
- RSA<sup>2</sup>
- RSG<sup>3</sup>
- RDA<sup>4</sup> Code of Conduct

#### Scope

- Develop and review frameworks, policies and standards that guide compliance across the Group as they relate to Liquor, Gaming, Online and Delivery and the Responsible Use of Data/Privacy. Consider what leadership in responsible practices in these areas should look like, and oversee a roadmap of work to drive meaningful change.
- Review performance against agreed key metrics as they relate to RSG, RSA, Online and Delivery and the Responsible Use of Data.
- Consider emerging risks in compliance as they relate to these obligations, and propose projects/initiatives to address risks, improve compliance and drive a compliance culture.
- Review the scope of work covered annually and assess whether out of scope compliance obligations should be included.

#### Members

Managing Director,  
Dan Murphy's - CHAIR  
Chief Legal Officer

Managing Director, EndeavourX  
Director, Corporate Affairs  
and Sustainability

Heads of Operations  
(BWS, DM, GM ALH Hotels)

Head of Risk and Compliance  
Head of Responsibility  
and Community

Head of Data Governance  
and Privacy

Head of Gaming

Chief Information  
Security Officer

Head of Operations Risk  
and Protection

GM Regulatory and Financial  
Crime Transformation

Head of Product - Customer  
Identity and Digital Responsibility

RSA and Licensing Manager

Other subject matter experts  
by invitation

1 Electronic gaming machine.  
2 Responsible Service of Alcohol.  
3 Responsible Service of Gaming.  
4 Retail Drinks Australia.



## Customer Responsibility Steering Committee

Purpose: Defining our 'Responsibility roadmap' for customer-facing communications

Oversight of our legal and compliance obligations, stakeholder expectations, metrics and targets around responsible marketing.

Assist our customers and guests to make responsible choices in the consumption of our goods and services.

### Compliance obligations in scope

- Consumer law/Fair Trading
- ABAC<sup>1</sup> Responsible Alcohol Marketing Code

### Scope

- Develop and review policies, frameworks, systems and processes that guide compliance across the Group as they relate to Responsible Marketing.
- Agree key metrics across the stated compliance obligations, including future targets, and seek endorsement from Executive Leadership Team and Board.
- Review performance against key compliance obligations.
- Consider emerging risks in compliance as they relate to Responsible Marketing, and propose projects and initiatives to address risks, improve compliance and drive a compliance culture.
- On an annual basis, review the scope of work covered by the Committee and assess whether out of scope compliance obligations should be included.

### Members

Chief Marketing Officer - CHAIR

Chief Legal Officer

Director, Merchandising and Buying

Director, EndeavourX

Director, Corporate Affairs and Sustainability

General Manager - Data Driven Transformation

Head of Marketing Strategy and Transformation

Head of Marketing - Group and Accelerator Brands

General Manager Marketing - ALH, DM, BWS, Pinnacle

Head of Risk and Compliance

Head of Responsibility and Community

Head of Legal - Customer, Brand and Digital

Chief Information Security Officer

Head of Data Governance and Privacy

Operations Risk and Compliance Strategy Manager

Other subject matter experts by invitation

<sup>1</sup> Alcohol Beverage Advertising Code.

## Goal 1

### Our culture of responsibility

We hold ourselves to the highest standards of service and accountability, which includes looking at ways we can do better. By strengthening our compliance to meet our regulatory obligations and improving our training, voluntary programs and initiatives, we're working to leave a positive imprint on our communities.

#### Leading in Responsibility

Each Endeavour team member is required to complete our Leading in Responsibility training program, whether they work in a customer facing role or not. Leading in Responsibility covers our expectations, obligations, goals and strategic commitments to responsible service of alcohol and gambling, and sets the standard for our responsibility culture.

Leading in Responsibility is not a legal requirement and goes above and beyond our compliance certifications, but we believe it's important each person who works at Endeavour has a common understanding of the culture of responsibility we are building, and respect for what it means to be a leader in responsibility. The program is now embedded in our induction and onboarding process, with a 92% completion rate at F24.

#### Responsibility training

Capability building and training support our frontline team members in Retail and Hotel roles, who are certified in Responsible Service of Alcohol (RSA) and gaming conduct training in line with State regulations. Additional training modules and policies have been developed to assist our team to confidently request and verify proof of age to prevent service to minors, identify and refuse service where required, and record service-related incidents, including refusal.

Our custom Responsible Gaming Training modules support our Hotels team in responsible service. 96% of relevant team members have completed our industry-leading online training module, which covers essential topics such as how to recognise potential problem gambling and warning signs, how to interact with players, and how to highlight available support options.

As well as the training above, more than 350 managers and gaming hosts have completed an additional face-to-face Advanced Responsible Service workshop, which offers practical and in-depth training specific to customer interactions. These additional programs surpass compliance standards, and were developed in conjunction with the Responsible Gambling Council of Canada (RGCC) based on industry-leading practices and the latest research in responsible service.

We aim to maintain compliance with State-based responsible service requirements and regulations relating to responsible promotion, signage requirements and local Liquor Accords.



Our F24 training rates and certifications, as well as our F25 targets, are indicated in the table below:

Training	Background	Legislated requirement	F24 Target	F24 Actual	F25 Target
<b>Leading in Responsibility</b>	<p><b>Overview</b> Bespoke training designed to give team members shared understanding of responsibility culture, based on values and ways of working</p> <p><b>Basis of preparation</b> In line with Sustainability Strategy commitment</p>	No	100%	92%	100%
<b>Gaming conduct training</b>	<p><b>Overview</b> Legislated requirements for relevant team members to complete Government-mandated gaming training</p> <p><b>Basis of preparation</b> This is a rate of training that's measured at a point in time, and legislation allows for team members to complete the training within the first three months of commencing a role in a venue. As a result, this rate can be short of 100% while still being compliant with legislative requirements.</p>	Yes	90% <sup>1</sup>	94% <sup>1</sup>	90% <sup>1</sup>
<b>Responsible Gaming Training</b>	<p><b>Overview</b> Bespoke, advanced gaming training for relevant team members</p> <p><b>Basis of preparation</b> This is a rate of training that's measured at a point in time, and given the movement of team members and time allowances for the completion of training, it is unlikely to be 100% at any one point</p>	No	90% <sup>1</sup>	96% <sup>1</sup>	90% <sup>1</sup>

<sup>1</sup> Of relevant team members.



**“The foundation of our strong responsibility culture is our best practice training, support and resourcing for our team. After all, they’re the brains behind our products and our brands, and they’re the faces our customers see in our communities each day.”**

Alan Hind, General Manager of Store Operations, Dan Murphy's

## Responsible service

We have a range of policies, procedures and awareness campaigns designed to make sure our products end up in the right hands. From our long-term partnership with DrinkWise driving annual education campaigns around Schoolies, to our *Don't Buy It For Them* campaign to deter secondary supply, we take our responsibility and obligation to prevent minors from accessing alcohol seriously.

### ID25

Our point-of-sale initiative, ID25, supports our retail team members to screen a wider range of customers for identification, so that only people over the age of 18 are provided service. Team members receive training on asking for identification prior to a sale if a customer looks under the age of 25, and refusing service to any customer in school uniform or unable to produce identification, in line with our Refusal of Service Policy.

An independent Mystery Shop program checks ID25 compliance at BWS and Dan Murphy's stores and across our online and delivery businesses. BWS stores are tested quarterly, and Dan Murphy's stores are tested every six weeks. Key to the success of this program is ongoing training and communication, as we provide support for our team to understand the importance and practical application of the policy.

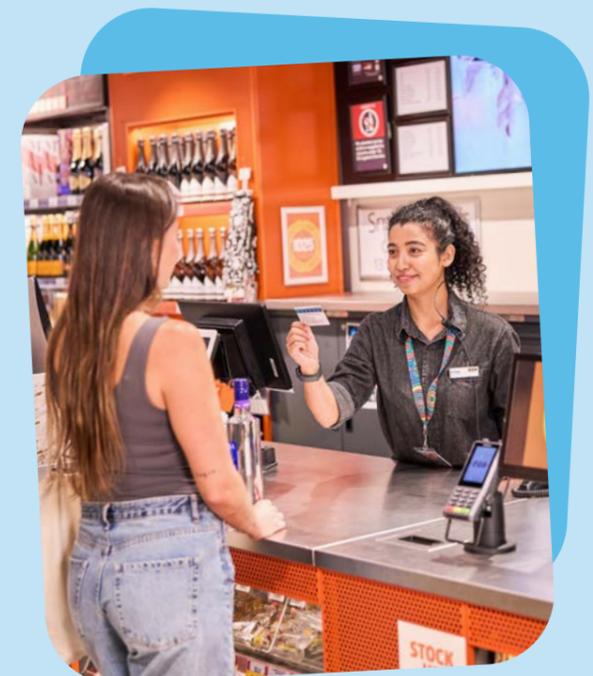
In the instance a failure to check arises through the Mystery Shop program, a case is raised in the system, and the Team Member is given coaching and training through our Learning and Development process within 14 days. ID25 failure doesn't mean a minor has been served, but that an adult aged under 25 hasn't been asked for ID during the Mystery Shop period.

## Online and delivery

Our commitment to responsible service flows through all customer-facing interactions, including online delivery channels, which are governed by voluntary and legislative codes, as well as our own Online and Delivery Code.

In F24, the Responsible Operations Steering Committee reviewed and clarified a number of guidelines in this space, including bringing delivery hours in line with relevant trading hours in key jurisdictions where current regulations would permit later deliveries.

We're also looking at ways to better support delivery drivers to manage RSA challenges at the point of delivery, refining our 'red flagging' criteria for questionable transaction behaviours, and improving our self-exclusion and third-party exclusion processes for online customers.



Team member training rates, indicated in the table below, are monitored by the Responsible Operations Steering Committee and reported to the Endeavour Group Board on a quarterly basis.

Key targets	Background	Legislated requirement	F24 Target	F24 Actual	F25 Target
<b>ID25 Training</b>	<p><b>Overview</b> Bespoke training for retail team members. If failures are identified (through Mystery Shop), team members are required to repeat training program.</p> <p><b>Basis of preparation</b> Measured at a given point in time. Due to onboarding and leave, 95% is deemed nearly 'full completion' of the training program by team members at any one point.</p>	No	95%	97%	95%
<b>ID25 mystery shopping - liquor retail</b>	<p><b>Overview</b> A third-party organisation employs individuals aged between 18-25 to shop in our retail stores, and give a pass or fail score based on whether the team member asks to see photo ID.</p> <p><b>Basis of preparation</b> 100% success on ID25 mystery shopping is near impossible given regular recruitment of new team members, the subjectivity involved in assessing whether someone is 25 or not, and issues associated with customer aggression.</p>	No	85%	88%	90%
<b>ID25 mystery shopping - express delivery</b>	<p><b>Overview</b> A third-party organisation employs individuals aged between 18-25 to shop online, and give a pass or fail score based on whether the driver asks to see photo ID.</p> <p><b>Basis of preparation</b> Delivery drivers are not directly employed by Endeavour. Improvements in ID25 mystery shopping require continuous engagement with third party delivery organisations.</p>	Mystery shopping not required, however some States and Territories require ID checking for all express delivery orders	90%	93%	95%
<b>Refusal of Service training</b>	<p><b>Overview</b> Bespoke training program allocated to team members working in retail stores. The training is aligned to Endeavour's Refusal of Service Policy.</p> <p><b>Basis of preparation</b> Measured at a given point in time. Due to onboarding and leave 95% is deemed nearly 'full completion' of the training program by team members at any one point.</p>	No	95%	97%	95%

## Goal 2

### Promoting responsibility

We support and promote responsible consumption to help our customers make better, more informed choices. That way, when people come together to enjoy our products and experiences, it's a sociable and memorable occasion.

#### Moderation

We recognise the importance of communicating messages of sociable and responsible consumption. This includes our own marketing and promotions, as well as investing in dedicated campaigns and research to champion moderation.

We range more than 300 low and no alcohol products - almost one in 10 customers opt for a product in this category when they purchase with us. Low/no alcohol beer is driving the growth in this segment, while non-alcohol wine is flat or slightly behind the broader wine category. Lighter in Alcohol (5-9.9% ABV) wine is growing at a faster rate, as customers choose to moderate their behaviours in different ways.

Through a variety of campaigns and 'always on' customer facing channels and initiatives, we measure the reach of responsibility messages, with every effort taken to increase customer reach over time. In F24, there were 44 million customer engagements with our responsibility messaging - the equivalent of reaching every adult drinker three times throughout the year.

There were more than 5.2 million customer engagements with Zero% and moderation messages in Dan Murphy's stores and online during July. BWS also partners with Pedestrian Group in Melbourne during Oktoberfest, an event created to unite the local community and remove the stigma that non-drinking is non-social.

Our own no-alcohol activation by Dan Murphy's Zero% continues to gain traction, with pop-up bars serving more than 3,000 free non-alcoholic cocktails at the Midsumma Festival in January. These branded activations provide a great opportunity to shift customer attitudes toward the category, and put great tasting, alcohol-free options front and centre of major events, encouraging people to celebrate responsibly.

Low and no alcohol categories are actively promoted through ongoing marketing communications, with Zero% content integrated into our key trading period campaigns in-store and online.

#### Responsible drinking

To help our own people understand what responsible consumption looks like in their own lives, and where to turn if they have trouble moderating, we offer a dedicated Responsible Drinking training program for our team, developed in conjunction with DrinkWise.

#### Inaugural Moderation Week

In June 2024 we partnered with DrinkWise on our inaugural 'Moderation Week'. The event included a series of panel discussions for our team discussing the role we play in promoting moderation, national consumption trends, and the support available to our team in managing their own consumption. Discounts on low and no alcohol products were made available for team members.

#### BWS Low & No Alcohol Bar at the Darwin Festival

In August, we were proud partners of the Darwin Festival, helping people come together to enjoy the Top End's largest community arts festival responsibly.

Our new BWS Low & No Alcohol Bar was a popular feature, serving more than 900 drinks to festival goers and visitors over 18 days.

"The BWS brand is all about bringing a refreshing take on the world of drinks. Bold, zero% wines, fancy mocktails and tasty low-alcohol beers fuelling a major festival? BWS is absolutely here for it!" said Josie Brown, General Manager of Marketing, BWS.



## New Responsible Marketing Standards

Many voluntary and regulatory codes help govern responsible conduct, including marketing, sales and delivery. We recognise our scale and footprint is unique, as are our interactions with customers and the expectations of our stakeholders. Our values also guide us to continue to lift and improve standards above basic compliance.

In F24, the Customer Responsibility Steering Committee developed, approved and administered our very own Responsible Marketing Standards. These standards go beyond industry and regulatory requirements and align our marketing activities with our values and ways of working, outlining the expectations we hold ourselves to in our communication with customers. This includes messaging, context, placement, appropriateness, alignment with customer and community values and expectations, as well as consideration of potential negative impacts for certain people, such as adults who have experienced problems with managing their own alcohol intake, and people under the legal drinking age.

The Committee regularly considers case studies in alignment with the new standards, and provides advice to assist our team and external partners in upholding community expectations. Training programs to support key team members are being developed and rolled out to embed the standards across the organisation.

### Responsible marketing training

A Responsible Marketing Learning and Development calendar supports our marketing teams to consider the evolving regulatory landscape and stakeholder expectations in their work. Sessions are conducted on the AANA Code of Ethics<sup>1</sup>, the SPAM Act, the Alcohol Beverages Advertising Code (ABAC), relevant consumer laws and Fair Trading.

### Online labelling

Following feedback from stakeholders regarding pregnancy warning labels, we updated our retail websites to include the appropriate warnings. Now pregnancy warnings can be seen prior to an online purchase being made, in line with ID25 and self exclusion messaging.

### Marketing opt-out trials

In F24, we worked with SBS on trials for a new opt-out feature for SBS On Demand. When using the digital platform, viewers can opt to reduce the amount of advertising they receive in certain advertising categories, such as marketing for gambling or alcohol products, by logging a request via the SBS Help Centre.

This work is in line with both the spirit and intent of our own responsible marketing commitments, as well as our obligations under ABAC and AANA. We continue to learn and trial additional controls to reduce the exposure of alcohol and gaming advertisements, particularly in relation to at-risk individuals.

<sup>1</sup> Australian Association of National Advertisers Code of Ethics.



## Always Respect, Always DrinkWise

Throughout the NRL State of Origin and AFL finals series, we joined forces with our long-term partners DrinkWise, as well as 1800RESPECT, Men's Referral Service and 13YARN, to support the *Always Respect, Always DrinkWise* campaign. The campaign reminds the community about the importance of moderating their alcohol consumption and always being respectful towards others, with in-store campaign messaging on screens across all retail stores nationally, reaching 4.8 million customers over the two campaign periods.

"We're proud to be at the heart of sociable sporting moments, whether that's in helping our customers choose the right drink to take to a mate's place to watch a game, or bringing you all the live action in our hotels," said Endeavour Group CEO, Steve Donohue. "*Always Respect, Always DrinkWise* is a reminder that sporting moments should be safe, fun and respectful for all."

DrinkWise CEO, Simon Strahan, echoed this sentiment. "*Always Respect, Always DrinkWise* reminds spectators who are choosing to purchase and drink alcohol - whether at home, in a pub, or at the game - to consume responsibly and in moderation."

"The campaign also serves as a reminder that if people are having trouble managing their consumption or their behaviour, asking for help is okay and there are support services, such as 1800RESPECT, the Men's Referral Service and 13YARN that can provide advice and assistance."

## Player Protect

Gaming is a form of social entertainment, and we're committed to helping our guests enjoy it in a responsible way.

Our focus is on increasing our compliance, strengthening our internal controls environment and continuously looking at ways we can improve how we monitor for potential harm. Player Protect reflects these long-term commitments from a strategic, governance and operational level, capturing the key things we do to promote and facilitate responsible gaming across our pubs Australia-wide. This includes our in-venue policies, education and training for our people, and the support we provide for players, including information, education and care programs.

Our dedicated compliance and assurance team has specialists in each State and Territory, with senior management oversight. We have a continued focus on best-practice training and education, and over 350 of our team have now completed the enhanced training in responsible service of gaming developed with the Responsible Gambling Council of Canada (RGCC).

We continue to invest in, trial and develop new technologies and collaborate with companies specialised in responsible service.

### Focal ALeRT BETTOR

Our data monitoring and risk management system, Focal ALeRT BETTOR, continues to support our teams in Victoria, New South Wales, Queensland, South Australia and the Northern Territory. The technology assesses game play, looking for early signs of potentially problematic behaviour, so that player observations and interactions can be heightened where needed. ALH is the first Australian operator to use the technology, where we've had over 2,400 observations and interactions in F24. More than 1,500 team members have received extensive training in this technology, in addition to existing advanced responsible gaming training.

### Voluntary Pre-Commitment

We provide a range of services to help our guests moderate, including self exclusion and our Voluntary Pre-Commitment (VPC) program. VPC is a carded play system that offers responsible gaming information, resources and support services at log in; and importantly, allows guests to preset time and play limits and flags to the player when they reach the limit. Our team undertakes additional training to help communicate the benefits and mechanics of this program with our customers.

### Facial Recognition Technology

In South Australia, Facial Recognition Technology (FRT) is used to support self-exclusion in our 37 hotels. We'll continue to work with regulators to understand if FRT can be explored in other States.

### Trialling new technology

We're open to new ideas, and working with governments and industry to review new technology and host in-venue trials to improve responsible gaming outcomes. Cashless gaming trials are currently underway across New South Wales, with a review of these trials expected to help inform better harm minimisation practices.

### Governance

The Responsible Operations Steering Committee plays a key role in the ongoing governance and management of Player Protect, including visibility of how we manage compliance with our obligations. RSG interventions (including FOCAL, FRT, VPC and training rates) are regularly reviewed and discussed, including any steps required in order to improve performance.

We continue to hold ourselves to the highest standards and work with regulators, governments and experts to strive to meet and, where possible, exceed our regulatory requirements.

### Independent benchmarking

Holding ourselves to the highest standard includes a commitment to independent testing and benchmarking our approach to responsible service. Since 2017, we've worked closely with an independent not-for-profit, the Responsible Gambling Council of Canada (RGCC), an organisation highly regarded in this specialist area. In F24, the RGCC provided findings on a review of our Responsible Gaming practices over a number of our hotels. A series of recommendations were made to improve responsible service and the management of key controls. We've accepted all findings and we're in the process of implementing the recommendations across the ALH business.



## Our responsible gambling commitment



See the full version on our website: <https://www.alhgroup.com.au/player-protect>

## Working together

We're focused on driving positive change in our communities. This includes working with others to better understand and provide solutions to misuse-related issues.

While most people enjoy our products in a responsible and sociable way, we have an important role to play in minimising harm, and understanding and finding solutions to the issues caused by misuse. We're working with experts in the field, health organisations, researchers, government regulators and relevant community organisations to understand our influence, strengthen our harm minimisation programs, listen to those on the ground, and foster ongoing connections which help prioritise locally relevant solutions.

We also work closely with a variety of groups on industry responsibility and compliance. This includes our continued membership and adherence to the Alcohol Beverages Advertising Code, the Australian Association of National Advertisers Code of Ethics and the Retail Drinks Australia Online Code.

### A local approach

We're part of more than 127 active Liquor Accords across the country, helping to develop local solutions to local issues through constructive engagement across licensees, regulators, police, community groups and other stakeholders. Our teams listen and propose voluntary measures for stores and hotels to implement in line with community expectations and the interests of community health and safety.

In Alice Springs, where we have one store, we remain connected to key stakeholders as the community continues to find a way through challenging times. The Alice Springs Liquor Accord remains active, with controls related to transactions and trading hours in place and strongly supported by Endeavour.

We're also in ongoing discussions with our teams in North Queensland to understand the cause and effect of anti-social issues occurring in the Cairns and Townsville centres. We will always be open to initiatives which help support the safety of our people and communities.



### Collaboration in the Kimberley

In the Kimberley region in Western Australia, local communities continue to work through complex challenges exacerbated by the 2023 floods, which cut off Derby and Fitzroy Crossing from Broome. We're working closely with the regulator and local stakeholders to consider appropriate, targeted measures and solutions by:

- Working with Derby and Broome Liquor Accords to consider the appropriate settings related to voluntary liquor restrictions.
- Engaging with local community groups, Alcohol and Other Drugs services and Indigenous organisations to better understand local challenges.
- Submitting to the WA regulators' 'Section 64' process that considers additional restrictions on Broome and Derby licences.
- Working with partners like GIVIT, who created a Kimberley Flood Appeal to raise money for local organisations. Through this campaign, we helped raise more than \$60,000 for local groups in need.

We supported all proposals considered by the WA regulator, including restrictions on trading hours. We also publicly supported the position of Derby Shire Council and the Kimberley Aboriginal Medical Service (KAMS) calling for restrictions to be supported by more services in the region - including capital infrastructure, health and workforce services.

We'll continue to engage with local stakeholders in an effort to collectively monitor and address the impact of these measures.



## Community-led sustainability

Through our Community Advisory Committee (CAC) in Darwin, we're working with the community to make sure our impact is not only positive, but relevant and sustainable.

The Community Advisory Committee (CAC) puts consultation, listening and learning at the forefront of our strategy to engage with and support the community on issues where we can make a difference.

By consulting with and listening to the needs of local stakeholders, we can better understand both the challenges and opportunities, respect and support the work of organisations on the ground, and respond more effectively to the needs and aspirations of our communities. While this consultation and engagement does take time, it ultimately leads to more inclusive, collaborative and impactful initiatives and programs for the community.

These lessons learnt in Darwin will shape our future consultation strategies in other communities, including the development of clear principles on stakeholder engagement based on a readiness to listen and learn.

The CAC is a locally-based panel of community leaders selected to provide diverse representation and contribute a range of lived experience and professional expertise. Collectively, the group's experiences spans business, research, leadership, health services, social services, policing and licensing, sharing a common thread of advocacy in strengthening and connecting communities.

Since 2022, the CAC has fostered connections and consultation between Endeavour Group and local stakeholder groups in the Darwin area, including Traditional Owners, industry peers, health and policy developers, youth organisations, government officials and local police. Collaborative conversations range from harm minimisation, access and demand, intergenerational trauma, education, to community connection and broader opportunities around reconciliation. The CAC reports its progress and recommendations to the Endeavour Group Executive Leadership Team.

Endeavour Group Executive Leadership Team with the Community Advisory Committee in Darwin.



## Local projects

The Community Advisory Committee investigates potential collaborations and partnerships for Endeavour's support, with a focus on harm minimisation initiatives and positive programs to strengthen culture and resilience.

Progress was made across the following projects in F24:

### Yarning Circle

Sanderson Middle School's new Yarning Circle provides a safe, calm and inclusive area to assist with cultural learning. Local students were involved in the design, build and artwork around the Yarning Circle, which aims to improve student engagement, cultural learning and attendance, while providing a space for students to connect. The Yarning Circle will be officially opened in the second half of 2024.



Sanderson Middle School Yarning Circle.

### Youth Centre for Bagot Community

Through community consultation and engagement, a business case has now been developed for a Youth Centre in the Bagot Community. Local youth stressed the importance of having a safe space to connect, share stories, take time out, have fun together, as well as have better access to health, program and support services. We've prepared a funding prospectus and will now support the community to raise the necessary corporate and government funding needed to rehabilitate the building and operate the centre in a sustainable way.

### Strong and Connected

We support Damien Mick's Strong and Connected program, which focuses on mentoring and supporting young First Nations people in the Darwin area, using youth transport services to establish relationships, lead open conversations and develop ongoing connections in the community. The program builds trust, cultural connections and respect with young people over time, to positively impact not only the youth involved, but their families and the broader community.

6  
community groups  
engaged through the CAC

8  
stakeholder meetings  
with the CAC

\$275k  
value of community  
investment through the CAC

**“We’re making good progress with CAC-supported projects in Darwin. The pathway to successful execution of these projects isn’t linear and has had its challenges. It takes time to build trust while working with community stakeholders and community leaders. It illustrates the importance of going slow to go fast - making sure relationships are built for the longer term, underpin project success and have the right impact.”**

Stuart Totham  
Senior Manager, Community Engagement and Sustainability,  
Endeavour Group



Endeavour Group CEO, Steve Donohue and Larrakia Nation Chairman, Jerome Cubillo.



## Our partnership with Larrakia Nation

June marked the first anniversary of our formal partnership with the Larrakia Nation Aboriginal Corporation. Larrakia Nation is the peak representative organisation for the Larrakia people, the traditional owners of the Darwin region and a major service provider for Aboriginal people in the area.

Developed through the CAC’s consultation and recommendation, the partnership is our long-term commitment to work together with Larrakia Nation to engage local stakeholders and address community issues in Darwin.

The partnership is governed by a collaborative annual operating plan which outlines mutual learning and growth opportunities. Endeavour Group will support leadership development, capacity and capability building for the Larrakia Nation team, sharing our broad organisational expertise, including training, mentoring, and operational and planning support. In turn, we learn from Larrakia Nation’s cultural expertise, building our awareness, competencies, access to advice on community challenges and knowledge of doing business respectfully on Larrakia Country.

Through our partnership, Endeavour supports Larrakia Nation’s NAIDOC week celebration and outreach programs including HEAL, which supports people living rough on Larrakia land through medical and community services.

We have also played the Larrakia protocols in our Darwin and Palmerson stores to foster mutual respect; and support the Larrakia Patrol Outreach Service, which conducts day and night patrols to support the reduction of anti-social behaviour on Larrakia land.

### About Larrakia Nation

The Larrakia Nation Aboriginal Corporation was set up in 1997 through the Northern Land Council to provide a corporate identity for Larrakia people to uphold Native Title claims. Since then, Larrakia Nation has grown to represent the Traditional Owners of the Darwin region and to speak on behalf of Larrakia people while delivering community, outreach and cultural services to the broader Darwin community. These services include the Larrakia Land and Sea Rangers, a long-running, urban-based Aboriginal ranger group which protects the land and sea in the Darwin region.

**“We’re strengthening our relationship with Endeavour for the long term. By working together in mutual trust and respect, we can address community issues, and create better, more relevant and sustainable outcomes for Larrakia Country and all its people.”**

Jerome Cubillo  
Chairman, Larrakia Nation Aboriginal Corporation

## Connecting on Country

In August 2023, the Executive Leadership Team travelled to Darwin to connect with local First Nations stakeholders, including Endeavour’s Community Advisory Committee (CAC) and leaders of Larrakia Nation Aboriginal Corporation and Bagot Community.

A further immersion on Country at Patonga outstation in Kakadu was key to strengthening our leaders’ understanding and appreciation of First Nations culture.

New relationships developed, along with a better understanding of the complexity local leaders face on the ground. Challenges include resource constraints and stakeholder management, heightened by the sheer number of community organisations competing for additional resourcing, talent and funding.

“Being on the ground, I was reminded that it’s important to first reflect on the impact we want to have and assess whether that aligns with what that community truly needs, at that time,” said Ilana Stringer, Endeavour’s Chief Strategy and Transformation Officer. “It’s a pulse-check with the people who actually know best – the community.”

**“It was terrific to see the Leadership Team in Darwin, connecting with and growing their understanding of our unique community. We appreciated the opportunity to talk through our local projects and discuss what’s next for the Community Advisory Committee – the visit shows their commitment to the work we’re doing together.”**

Endeavour Community Advisory Committee member, Tony Fuller APM



Goal 5

## Community imprint

In our communities, we employ local people, contribute to local economies, and do what we can to provide support through our products, brands, stores and hotels.

### Community partnerships strategy

Our partnerships strategy focuses our efforts and investment on key pillars aligned to our purpose, and likely to have a meaningful impact on our communities. These include a mix of national partnerships and targeted local initiatives, because we know a 'one size fits all' approach may not be relevant to every brand and every community.

We're building flexibility for teams to partner and invest with local groups, while at the same time elevating existing and identifying new key partnerships that have national, cross-brand relevance in areas where we can play an active role.

To better measure both the scope and impact of this work, in F24 we implemented the Business for Societal Impact (B4SI) Framework, a global standard used to drive clarity and consistency in the measurement of social impact. Using the B4SI Framework, we assess, monitor and manage our partnerships, charitable activities, registrations, campaigns and financial and in-kind donations year on year. B4SI offers a more robust approach to collating this information across our business units, which will help develop understanding of our impact and strengthen the metrics we report over time.

Our community partnerships strategy is outlined below.

**\$2.8m**  
invested by Endeavour

**\$3.2m**  
donated by our team and customers

**500+**  
of community groups supported

Pillar	Background	National partners
<b>Promote responsible social connection</b> 	Australia has faced unprecedented challenges with disconnection. We're a business built for sociability - facilitating and encouraging social occasions in a responsible way. We have an opportunity to be the business that brings people together to connect.	DrinkWise (see page 29) Pride Foundation (see page 47) Support Act (see page 41)
<b>Improve mental fitness</b> 	Recent years have presented significant challenges for our people, our communities and our stakeholders. With our group ambition, the breadth and scale of our business, we have an opportunity to provide support that improves mental fitness and helps remove barriers to social connection.	Gotcha4Life (see page 39)
<b>Support communities in need</b> 	Our communities face significant challenges at different times. We support relevant groups in line with our values, showing we care and we are wanting to connect responsibly in our communities.	GIVIT (see page 39) Jawun (see pages 50, 51) Plastic Free Foundation (see page 77)



**GOTCHA4LIFE**

Our first year of partnership has helped support the launch of the Gotcha4Life Mental Fitness Gym, a free online service available to all Australians to assist in improving their mental fitness.

"We know that recent times have provided challenges for many people, and the demand for mental health services across the country continues to rise," said Gotcha4Life CEO, Belinda Elworthy. "Our Mental Fitness Gym provides easy access to simple tools and resources to help people strengthen their emotional muscles, feel socially connected and comfortable in seeking help - all of which underpin mental fitness."

Gotcha4Life develops and delivers preventative programs, resources and initiatives that inspire and enable the building of mental fitness. Our partnership supports Gotcha4Life's community workshops in regional areas, providing individuals, families and our team members with the tools to improve their own mental fitness, and support others in their network.

Endeavour Executive Chef Timothy Wesley and Gotcha4Life founder Gus Worland

**GIVIT**

Our national partnership with GIVIT has a measurable impact on people and communities. In F24, our teams have raised more than \$1.1 million in funds which have been used by our community giving partner to provide timely, practical support to people in need.

GIVIT works with more than 4,700 charities and support organisations around Australia to understand gaps in essential items and services, as well as mobilise in times of emergency events.

Since our work with GIVIT began in 2019, more than \$4.1 million has been raised through the Dan Murphy's gifting hub, donation tins at cash registers in stores, brand partnerships, and quarterly National GIVIT Days across the country.

In F24, one Dan Murphy's National GIVIT Day raised \$281,497 for Family and Domestic Violence organisations. Customer donations of \$181,497 were supported by a further \$100,000 donated by Dan Murphy's.





## In the community

We're a collection of local businesses, with a passionate team supporting community organisations, initiatives and grassroots events every day. With the generous support of our customers, our 30,000 team members are making a positive imprint in local communities across the country through fundraising drives, sausage sizzles, charity auctions and more.

### Very Special Kids

Our hotels teams in Victoria jumped back on the treadmills in June raising \$123,000 for long-term partners Very Special Kids (VSK). This year, the team donned their finest jungle-themed outfits for the 24-hour Treadmill Challenge event, with six treadmills going strong across 24 hours. VSK provides integrated, palliative care for children with life-limiting conditions; and critical support for their families.

**“Our purpose drives us to create a more sociable future together, and we’re energised to work in partnership with communities and with organisations who are already doing positive work.”**

Scott Davidson  
Managing Director, BWS  
Executive Leadership Team Sponsor

### In memory of Mario

In honour of our late Managing Director, Hotels, Mario Volpe, our Hotels committed to donating 50 cents from every meal produced in one week of May towards the Kids With Cancer Foundation. More than 270,000 meals were served across the week, resulting in a \$136,500 donation.

A 2024 Imprint Award was also renamed in his honour, The Mario Volpe Leading the Way award, to recognise team members with exemplary leadership qualities.



### Support Act

Live music plays a big role in many of our pubs, which is why our Hotels team were proud to rock out and show their support for Support Act during Ausmusic Month in November. Through ticket sales, contributions and team members wearing their favourite Aussie music tees, more than \$50,000 was donated for the charity foundation, which offers crisis relief services and mental health and wellbeing programs to musicians, managers, crew and music workers.

### Project Pink

Our Queensland hotels teams donned their finest pink - hair, clothes and accessories - raising more than \$580,000 for PA Research Foundation's Project Pink and the important fight against breast cancer. Their fundraising efforts included hosting multiple morning tea events, degustation dinners, drag queen bingo nights, casino nights and a golf day.

### Parma for a Farmer

In February, our customers helped to raise more than \$154,000 for Rural Aid and farmers nationwide with our annual Parma for a Farmer campaign. More than 300 ALH pubs took part, with \$1 from each chicken parmigiana (and an additional \$1 donated from each parma 'topper') to national charity Rural Aid, which provides critical support to farmers through financial, wellbeing and fodder assistance.

74 pubs across Victoria also took part in The Royal Children's Hospital Good Friday Appeal, donating \$2 from every parma sold between 21 and 28 March. The week-long campaign raised \$34,807.

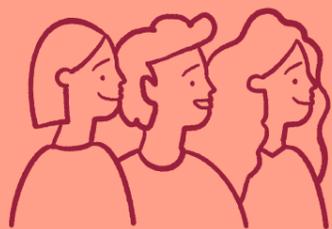


### Regional Heroes

In F24, Dan Murphy's launched a Regional Heroes program, encouraging regional stores to connect with and support their local communities. Following a trial in 11 stores, Regional Heroes is being rolled out in other regional communities, with \$1,000 grants open to sporting clubs, and community and not-for-profit organisations. Grant recipients are selected by store teams to align with our purpose of creating a more sociable future, together. Our Toowoomba store team chose The Older Men's Network (TOMNET), who support isolated men in aged care and retirement villages in regional communities by organising regular visits, youth mentoring, and community barbecues.

**“We truly appreciate the support of the team at Dan Murphy's Toowoomba. This donation will help support older men to connect in our local community.”**

TOMNET



# People

Championing individuality, human and personal rights.

People are central to our purpose and at the heart of everything we do. Our culture of care, respect and inclusion starts with our own team, and extends through our suppliers and customers to our connections in and care for our communities.



**72%**  
Voice of Team engagement score  
▼ 4%

**45%**  
Women in senior leadership positions  
▲ 4%

  
Awarded Bronze Tier Status

## Creating a safe and inclusive workplace

Our values – we’re real, we’re responsible and we’re inclusive – are at the heart of our people and culture strategy. We are celebrating individuality, encouraging personal connection to purpose and culture, and strengthening the policies and frameworks that support diversity, inclusion and equity for our teams, suppliers and communities.

### Voice of Team

Our culture of continuous improvement is supported by our informal and formal feedback and personal development processes, including an annual Voice of Team survey for our 30,000+ team members. We use Voice of Team as a pulse-check of team engagement and sentiment, to better understand what’s working well and what opportunities we have to do better.

This year’s Voice of Team results showed our people, and our business, aren’t immune to broader market challenges. While more of our team participated than in previous years (participation up 3% to 62%), they reported declines across overall engagement (72% down from 76% in F23) as well as the key drivers we measure: Experience vs Expectations, Intent to Stay, Inclusion and Energy at Work.

We’re listening, and know operational and organisational capacity constraints have a real impact on the day to day experience, engagement and energy of our team. This is also reflected in the market more broadly – while declining, three out of the five team sentiment KPIs still remain above industry benchmarks: Engagement, Experience vs Expectations and Inclusion – our three key areas of team experience focus throughout F24.

Work is underway to address capacity management to better support and connect our teams, foster energy at work and promote overall wellbeing. We are also investing in the growth and development of our Senior Leaders, recognising the impact of leadership on communication, strategic execution and our broader retention goals.

Voice of Team also provides an opportunity to understand internal engagement with our work in social responsibility and sustainability. In F24, 68% of respondents indicated they are proud of Endeavour’s efforts to have a positive imprint on the world, a 1% decline from our baseline read in F23. 64% of respondents agreed with the statement: ‘My company is taking action to be socially responsible’. This is a 2% decline on last year, reflective of the downturn in overall sentiment.

We know we have work to do. This data presents an opportunity to better understand our team’s changing attitudes to and connection with Sustainability at Endeavour, by strengthening our internal communication and participation in sustainability initiatives.



## Diversity, equality and inclusion

Championing individuality and diversity is key to the success of our team. By inviting and supporting a wider range of perspectives, ideas and lived experiences, we’re more creative, more innovative, and better positioned to understand and connect with our customers and communities. Our focus on cultural safety, inclusion and employee experience is supported by attraction, retention and remuneration frameworks and policies. Our strategy is overseen by the Executive Leadership Team, with oversight by the People, Culture and Performance Committee.

### Equity in pay

In February, we were proud to be recognised in the inaugural Workplace Gender Equality Agency’s (WGEA’s) Employer Gender Pay Gaps Snapshot. The Snapshot looks to publish median gaps for base pay and total remuneration, for 5,000+ companies with more than 100 employees.

Our median total remuneration gender pay gap is 0.7% and we are working through plans to achieve gender pay parity. Pay continues to be monitored on appointment, return to work, promotion, and at performance reviews.

Remuneration reviews are performed annually at a minimum and pay practices across the Group are aligned with oversight by the Performance and Reward team to remain within the WGEA guidelines of +/-5%.

### Gender balance

All team members have an equal opportunity to develop and advance in their careers, and achieving and maintaining gender balance in our leadership team and Board remains a priority.

In our Sustainability Strategy, we set a target to achieve 40:40:20 gender balance in our Board<sup>1</sup> and Senior Leaders (career Levels 4–6)<sup>2</sup>. We’re also signatory to the 40:40 Vision, an initiative led by HESTA and supported by industry partners, to pursue diversity in executive leadership in ASX 300 companies.

As at 31 December 2023, Endeavour met its diversity targets for Senior Leadership, however, did not meet its target of 40% females on the Board. At that time, women represented approximately 29% of the membership of the Board<sup>1</sup>.

As at 30 June 2024, women represented 45% of the Senior Leadership group<sup>2</sup>, up 4% since F23 as a direct reflection of strategic focus on our female talent pipeline. At year end, with a number of Director movements throughout the year, women represented 25% of the Board<sup>3</sup>.

We disclose our progress towards our gender diversity targets annually in our Corporate Governance Statement.

<sup>1</sup> Board target was measured against the total number of Non-executive Directors on the Board. When resetting its target, the Board changed the measurement to be against the whole of Board.  
<sup>2</sup> Level 6 includes CEO and key management personnel, Level 5 includes other Executive direct reports to the CEO and Level 4 predominately includes all direct reports to the Executive Leadership Team.  
<sup>3</sup> Board target was measured against the whole Board.



Endeavour Group team members at the Australian LGBTQ+ inclusion Awards.

## Inclusion

We take pride in being a workplace where team members can come as they are – a place where individuality is encouraged, celebrated and supported. Our people policies, practices and business operations are designed to create positive, inclusive environments for our people, and we’re committed to benchmark our work in this space.

As part of our Sustainability Strategy, we set a goal to be recognised by the Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Inclusion with Bronze Tier status by 2025, and Gold Tier in 2030.

**“We’re incredibly proud to have achieved Bronze Tier status two years ahead of our target. This recognition highlights the value of our inclusion policies and programs, and the enduring positive imprint this work has on our culture, and our team.”**

Al Merner, Chief People Officer, Endeavour Group



The AWEI index drives best practice in Australia, setting a comparative benchmark for employers across all sectors in the following key areas of inclusion:

- HR Policies and Diversity Practice
- LGBTQ+ Bullying, Harassment and Support
- Inclusion of Trans and Gender Diverse Employees
- Strategic Focus and Accountability
- LGBTQ+ Employee Network
- Training, Awareness and Professional Development

In F24, we achieved Bronze Tier status as part of our 2023 AWEI submission – two years ahead of our 2025 target. This achievement highlights the real impact our inclusion policies, and our team-led Proud at Endeavour initiatives and programs, have on culture, as we continue to support and celebrate our LGBTQ+ team, suppliers and customers, while strengthening our culture of Allyship. The Proud at Endeavour Committee continues to support strategic direction, as well as drive internal education and engagement in this space.

## Proud at Endeavour

Our Proud at Endeavour group helps create spaces, places and moments for our team, suppliers and customers to feel safe, welcome and encouraged to truly be themselves.

The Proud at Endeavour group rallies our LGBTQ+ and Ally team members across Australia, bringing teams together in celebration of inclusion, and supporting our brands to bring diversity to life for our customers.

We continue to support Wear It Purple Day, an annual day to throw on purple clothing in a show of support and acceptance for young rainbow people, who may be more likely to hide their identity at work and are more likely to experience anxiety and depression because of it.

Our brands support major Pride events in cities and regional areas across the country, including the Midsumma Festival in Melbourne, Albany Pride and TasPride Parade. This year, more than 500 of our team and their families joined events in their communities, coming together in celebration and support.



## Welcome Here

617 Dan Murphy’s and BWS stores are now registered as a Welcoming Place as part of ACON’s Welcome Here Project. The project helps businesses create and promote environments that are visibly welcoming and inclusive of LGBTQ+ communities. Participating stores demonstrate that LGBTQ+ diversity is welcomed and celebrated by prominently displaying the Welcome Here rainbow stickers and charter.

## Our work with Pride Foundation

We achieve better, more relevant outcomes by partnering with organisations who specialise in the areas where we want to make an impact.

In F24, our Loud & Proud support for the Pride Foundation Australia raised \$200,000 towards programs that assist our most vulnerable LGBTQ+ communities and individuals, including refugees, those facing issues of mental health, substance abuse and homelessness as well as those experiencing a level of disability.

This year, we looked to create a wider network of support and engagement for this important work through our supplier partners. Squealing Pig, Absolute Vodka and Little Creatures joined the March campaign, and proceeds from every sale in these ranges were donated directly to Pride Foundation Australia.

**“Working in partnership – connecting our long-term suppliers and expert community organisations in this space – allows us to use our scale and network to create a real, measurable and sustainable impact to the LGBTQ+ community.”**

Robyn Stevens,  
Co-Chair, Proud at Endeavour

## Our reconciliation journey

Our purpose and our values guide our important work in reconciliation. It's the positive imprint we want to make, and the better, more sociable future we want to create, together, for all Australians - in our workplace, with our customers, with our suppliers, at home with our families and in our communities.

That work starts by listening and learning, to understand our role in building relationships and trust, and enabling First Nations people to feel heard, and welcome. Welcome to work with us, shop with us, partner with us, grow and have access to opportunities, as they are.

### Reflection

Our Reflect Reconciliation Action Plan, developed in open dialogue with Reconciliation Australia and our First Nations team members, provided an important learning journey for our business. As we set the foundations for improving cultural competency and inclusion across our business, it became clear we needed to ground our work in ongoing listening and learning, taking both time and care to build relationships, as well as trust.

Throughout the Reflect stage, we made some progress in supporting and elevating First Nations voices and their allies in our own business, learning about their experiences, and those in our communities, through the trust and respect built.

We know the path to reconciliation is a long-term commitment to transformational change across our business. We're only just getting started: we have a long way to go and a lot more to learn and embed into our businesses, which we're committed to as a visible part of our culture of inclusion.

We are currently in consultation with stakeholders in the development of Endeavour Group's Innovate level Reconciliation Action Plan, which will outline our ongoing commitment to progressing reconciliation efforts across all areas of our business.



#### Relationships

- Strengthen Larrakia Nation partnership
- ELT Immersion with CAC in Darwin and Kakadu
- Continuing connections with community organisations via Jawun
- Support for the Uluru Statement from the Heart and The Voice through team education
- National Reconciliation Week learning events



#### Respect

- Larrakia Nation Protocols in all Darwin BWS stores
- Gold sponsor of Larrakia Nation Aboriginal Corporation NAIDOC Week program



#### Opportunities

- Building cultural safety and trust through Mob-only yarning circles
- Continued membership of Supply Nation



#### Governance

- Reflect RAP completed
- Innovate RAP consultation and drafting commenced



Endeavour RAP Working Group's First Nations team members meet with leaders from Damien Mick's Strong and Connected program in Darwin.

### First Nations talent and team

At Endeavour Group, everyone's welcome - we believe in diversity of thought and lived experience, and we want the teams in our business to reflect the diversity of the communities they're part of.

We're encouraged that 2.85% of respondents to our Voice of Team survey voluntarily self-identified as First Nations, a figure significantly higher than the national Indigenous employment average of 2.2% (Indigenous Employment Index 2022).

We continue to work on attracting First Nations talent into our business and build on the training and opportunities we provide to support their growth.

### Supporting our mob

Our culture of care includes a commitment to supporting and protecting the wellbeing of all our people, and that includes strengthening cultural safety in our workplaces.

Recognising the potential impact of news and social discourse surrounding the Referendum, we took a proactive approach and introduced Mob Only Yarns for our First Nations team members.

Developed and supported by the First Nations Lead at our wellbeing partner Converge, Mob Only Yarns gave our First Nations team members safe spaces to connect and access support from peers and experts, providing a springboard for creating trust and community, by simply bringing team members together in Indigenous-led conversation.

### The Voice Referendum

In our Reconciliation Action Plan, the Endeavour Group Board and Executive Leadership Team committed to supporting the Uluru Statement from the Heart and the proposal to enshrine a First Nations voice in the Constitution.

We acknowledge the disappointment felt by Aboriginal and Torres Strait Islander stakeholders, partners, and team members as a result of the Referendum.

We understand that the work of reconciliation is more important than ever before. We continue our support for the aims of the Uluru Statement, and we recognise this as the largest consensus of First Nations peoples inviting all Australians to walk alongside them towards a better future. Despite the result, the referendum accelerated important conversations about reconciliation and cultural learning.

**“It's so important to have a safe, judgement-free space to talk, to work out strategies and solutions with people who may be experiencing the same.”**

Cherie Deweske (Ngunnawal/Ngambri),  
Jerrabomberra BWS Store Manager



## Our work with Jawun

Since 2013, we've supported Jawun, a not-for-profit organisation that connects corporate partners with secondment and immersion opportunities in Indigenous organisations leading change for their communities across Australia.

For Service Designer, Jacinta Russo, a Jawun secondment to North East Arnhem Land introduced her to Deltareef Gumatj, an Indigenous-led organisation delivering construction, civil and maintenance projects - including homes, schools and businesses across 20 regional hubs and remote homelands. Jacinta's brief was to help build a website to promote the organisation and its work, to help build a more sustainable workforce.

"I realised early on, the value I could provide Deltareef Gumatj centred on my willingness to be curious, to leverage my skills to build trusted relationships across an organisation - and its stakeholders - fast," said Jacinta.

"It wasn't just about a website, it was about the 'why', and the growth potential in building their corporate positioning, by supporting the crafting and telling of their story," said Jacinta. "It was an opportunity to celebrate the interconnection of their business practices, and the financial freedom and connection to land and community the organisation offers the Yolngu people."

Our senior leaders have an opportunity to take part in Jawun's executive immersions, which open the door to meaningful conversations and connections with Indigenous organisations and leaders in our communities.

"Meeting with community leaders on Yorta Yorta Country, understanding their reform thinking and the context behind their local initiatives, I could see how important the work is in lifting not only First Nations families and communities, but entire regions," said Marc Costabile, General Manager - Transformation, ALH Hotels.

"The immersion got me thinking about my own role as a leader; and the opportunity I have to promote and offer more skills-based support in the community, will help drive Indigenous-led empowerment forward. I gained so much from just being open to listen and learn - better understanding First Nations history, the richness of the culture, the importance of connection to land and waters."

For our people, each secondment and visit presents a once-in-a-lifetime experience to connect to gain a better appreciation for and understanding of First Nations' history and culture. They return to our offices and stores highly engaged to continue the important work of cultural awareness and reconciliation in our business and communities, driven by personal and professional growth.

The professional knowledge and skills transfer also lives on in Jawun's partner organisations long beyond the secondment, further strengthening and sustaining Indigenous-led empowerment and helping to improve outcomes over time.



F24 Jawun secondments

18

weeks in community

3

Indigenous organisations supported

3

regions and projects supported

**"Endeavour Group's commitment to supporting community agendas and 'creating a more sociable future, together' has been clear throughout our long partnership. There has been years of growth, learning and shared purpose, and as we continue to walk shoulder to shoulder with First Nations communities, I'm confident that Endeavour's aspiration to leave a positive imprint on communities will be achieved."**

Shane Webster, CEO, Jawun



Jawun secondees (L-R) Kristal Speight, Mayuran (Merv) Jegatheeswaran and Ben Tolstoshev.

## Merv's story

Mayuran (Merv) Jegatheeswaran, our Senior Manager, Group Compliance, took on a six-week Jawun secondment in F23 to support the Rumbalara Football and Netball Club to register as a charity for tax and fundraising purposes.

An organisation which goes beyond your typical sporting clubhouse, 'The Club' is locally recognised as a place of belonging - creating and driving regional change for everyone in Yorta Yorta Country through a range of programs from sports to employment support, a driving program and even an after-school homework club.

For Merv, the secondment was a chance to share his professional skills to benefit the wider community and better his personal commonalities with First Nations peoples.

"Having emigrated to Australia as a toddler, the importance of history and where we've come from has long been an area of personal interest and ongoing discovery for me," said Merv.

**"The research and documentation that Merv produced is crucial for the future growth and sustainability of The Club. This will have a huge impact on our ability to generate philanthropic support for programs, but also recruit and retain staff."**

Rumbalara Football and Netball Club

"There's a respectful curiosity about lived experience, and the common connections all humans share."

"I always wanted to use the skills I've learned in my career to make a meaningful difference in the community. It was important to me to create a personal connection, better understand the organisation and its challenges, and see that the work I helped with could be sustainable and empowering," he said.

With Merv's support both during and after his secondment, in F24, The Club achieved charitable status registration - an important milestone to support its future growth plans.

"Through storytelling and the working trust built during my secondment, I became more active and passionate about reconciliation," said Merv. "I'm also more confident in speaking about the issues impacting First Nations communities with my own family, friends and colleagues."



Mayuran (Merv) Jegatheeswaran at the Rumbalara Football and Netball Club.

## Safety

We want everyone who works for, visits or shops with us to make it home to their families safely. We continue to strengthen our health and safety culture, eliminating risks by refining our controls and measuring our performance to look for areas where we can do better.

Our governance in this area includes our employment policies, practices and standards related to occupational health and safety, as well as the overall wellbeing of our team. These are implemented and managed by our dedicated Safety, Health and Wellbeing team, reviewed regularly by the Executive Leadership Team, and benchmarked against best practice by both internal and external audits. Our safety performance and metrics are also reviewed by the People, Culture and Performance Committee and the Board quarterly.

Sites are audited in each business unit, with a coverage review annually as part of our internal Safety and Health Audit Program. Our health and safety management systems remain certified to the National Self-Insurer Audit Tool through this program of regular review.

In F24, incidents caused by manual handling increased and continued to be the leading cause of recordable injuries for our teams. A number of initiatives are underway to support our people, including a refresh and relaunch of a Group-wide stretching program to condition the body prior to work.

Cross-functional management involving Operations, Safety, Risk and Protection teams supports a coordinated approach to security. Risk assessments identify high-risk sites and inform control measures as part of our risk management framework, while a security oversight program addresses evolving threats, enhances governance and implements new initiatives.

Our teams face an escalating exposure to assaults and threatening situations, with incidents increasing by 42% from F23 to F24, concentrated in Hotels, BWS and Dan Murphy's. While armed robberies have decreased, threats with violence are on the rise, notably in Western Australia and the Northern Territory.

Following last year's critical incident at BWS Airport Tavern in Darwin, a comprehensive review revealed opportunities for improvement and continuous refinement in our control measures. A proof of concept has since been initiated, implementing an enclosed counter, safe haven, service window, controlled entry, and security guard capability. Regulated entry (lockout button) has emerged as one of the most effective measures, and is currently undergoing trials in 10 locations in Western Australia.



### Heart of the Nation

We've now installed 612 Automated External Defibrillators (AED) in all Dan Murphy's stores and ALH Hotels across Australia, as part of our commitment to the safety of our team, our customers and our communities. A number of initiatives have been implemented to maximise the effectiveness of these devices including AED access and visibility as well as training for the team to assist in the event of an emergency.

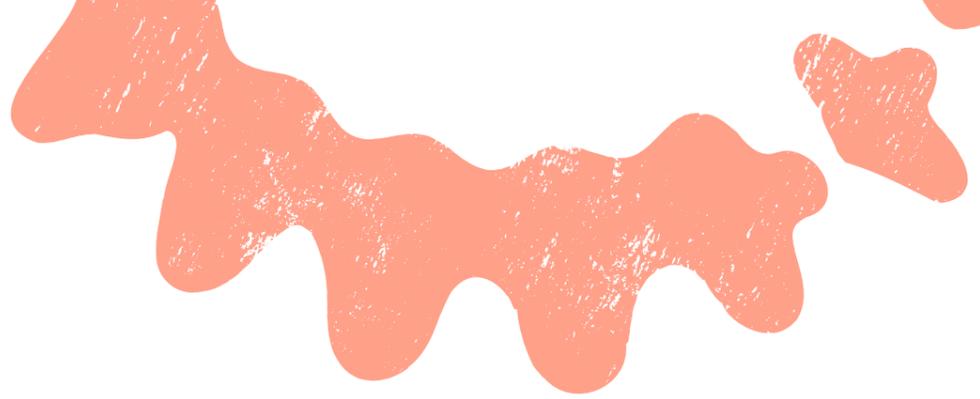
We proudly display the Heart of the Nation sticker, indicating that in the event of someone experiencing a sudden cardiac arrest, there's a defibrillator on-site that can be used to save a life.

Endeavour Group	F24	F23	Trend
Team - Total Recordable Injuries (TRIs) <sup>1</sup>	327	311	^
Total Recordable Injury Frequency Rate (TRIFR) <sup>2</sup>	10.36	9.86	^
Team - Hours Lost <sup>3</sup>	85,883	78,406	^

<sup>1</sup> A Total Recordable Injury (TRI) is the sum of the total number of employee fatalities, lost time injuries, restricted work injuries or medical treatment injuries within a given period.

<sup>2</sup> The formula for Total Recordable Injury Frequency Rate (TRIFR) is the addition of the number of fatalities, lost time injuries, restricted work injuries and medical treatment injuries in a 12 month period divided by hours worked in a 12 month period multiplied by 1,000,000.

<sup>3</sup> Hours lost represents the number of hours lost in the last 12 months due to an injury.



## Wellbeing

Designed to support our team's overall wellbeing, as well as their workplace experience, Endeavour Wellbeing and Support takes a holistic approach with consolidated programs and initiatives, including physical and mental health support and outreach services as well as financial planning and career guidance.

Our Wellbeing and Support provider is Converge International, a market leader in wellbeing and support services. Our team has access to programs including Career Assist, Critical Incident Support, Conflict Assist, Nutrition and Lifestyle Assist, Money Assist, Family Assist, Legal Assist, Employee Assist and Manager Assist.

In F24, Converge received 956 calls for assistance from Endeavour Group. Our utilisation rate is annualised at 3.3% of employees versus an industry average of 2.2%.

The Endeavour Group Wellbeing Calendar offers prompts each month, covering a range of physical, mental, emotional, community and financial wellbeing topics and encouraging our team to prioritise overall wellbeing.

### Mental Health First Aid training

517 of our team members, including our State Operations Leads and Hotel Venue Managers, have now completed Mental Health First Aid training. This training is focused on how to assist a team member who may be experiencing a mental health problem or mental health crisis until appropriate professional help is received or the crisis resolves.

## Family and Domestic Violence Awareness Training

We recognise the concerning statistics around family and domestic violence in Australia, and the important role everyone can and should play to create safe spaces, support victims and be aware of the signs of violence or abuse. The issues may be complex and complicated, but we want to be part of the solution.

Since 2022, more than 15,000 team members have taken part in family and domestic violence awareness training developed in close consultation with the national sexual assault, domestic and family violence counselling service 1800RESPECT. The training helps our team determine what constitutes domestic and family violence, what to do if they see signs of abuse, how to report it, and support systems that are in place. Endeavour supports any individual who feels they may be triggered by the content and chooses to opt out.

We also offer support for team members impacted personally by domestic and family violence, including access to leave, financial assistance and mental health support.



### Light Up The Night

In May, Endeavour sponsored the third annual Light Up the Night Gala, raising much needed funds for the LGBTQ Domestic Violence Awareness Foundation. The Foundation's aim is to support LGBTQ victims and survivors of domestic violence and abuse through awareness education and breaking down barriers to accessing support.

## Human rights and supplier engagement

We respect the rights of every worker, in every business which helps us do what we do. We have work to do, but we're committed to supporting communities, and leaving a positive imprint on the people we work with.

### Our commitment to human rights

We're committed to respecting all internationally recognised human rights: ensuring people are safe at work, paid properly and treated fairly. Our responsibility extends beyond our own people, throughout our operations and into our extended supply chain. We're assessing our risks, strengthening our standards, sourcing policies and programs, and working in open dialogue and partnership with our supply partners.

Our approach is detailed in our 2024 Modern Slavery Statement released under the *Modern Slavery Act 2018*. It details the progress we've made since our last statement, additional measures we've undertaken this year, and our plans to further mitigate risks of human rights offences occurring in our operations and supply chain.

The Board is updated on our Human Rights Program quarterly, with detailed reporting through the Audit, Risk and Compliance Management Committee.



### New Human Rights Statement

In F24, we formalised our commitment to respect human rights by publishing our Human Rights Statement, a new Group-wide policy endorsed by the Endeavour Group Board.

While our Responsible Sourcing Policy outlines the standards we expect of our suppliers, our Human Rights Statement sets our own whole-of-business commitment to respect the rights of: workers' (including migrant workers) rights; First Nations peoples' rights (referencing the RAP); human rights defenders; and women. It also commits to continuing to build our due diligence program to mitigate human rights risks, to report regularly on our human rights performance, and to respect the right to remedy.

### Identifying salient risks

In F24, we worked with a specialist business and human rights firm to undertake a formal human rights saliency assessment across our business and extended supply chain. A saliency assessment focuses on potential risks to people, considering inherent risk, residual risk (after taking into account the existence of controls), severity and likelihood to occur.

Five key supply chain risks were identified:

1. modern slavery;
2. right to remedy;
3. labour exploitation (including underpayments);
4. excessive working hours; and,
5. workplace health and safety.

Information about the saliency assessment can be found in our F24 Modern Slavery Statement.



### Responsible sourcing

We continue to strengthen our Responsible Sourcing Program, the framework which aims to help make sure our products are ethically produced and sourced and that our suppliers are managing labour and human rights risks, including risks of forced and child labour and other forms of modern slavery.

Our suppliers are required to comply with our Responsible Sourcing Policy and compliance is monitored through our Responsible Sourcing Program. Own Brand suppliers are assigned a risk rating based on country and industry risk calculated using the Sedex risk assessment tool. Suppliers deemed medium-to-high risk are required to undertake a social compliance audit prior to commencing supply. This involves an on-site visit from a qualified auditor who checks health and safety and labour rights compliance - such as correct worker pay and entitlements, fair and equitable treatment, etc. We have seen increased compliance numbers and improved data reporting capabilities across our Own Brand suppliers. 89% of our Own Brand suppliers have now completed self-assessment questionnaires.

We review and communicate the requirements of our Responsible Sourcing Program with our suppliers regularly, helping to make sure we meet the expectations of our communities and customers.

### Listening and learning

In order to effect change and have the greatest impact, we need to bring our suppliers along with us, and better understand the challenges and barriers they face.

This year, we completed a pilot project with Fair Farms and our growers in the Barossa Valley in South Australia. Fair Farms is an industry-led initiative that offers a certification scheme for fair and ethical employment practices on farms. Through the pilot, we invited growers to undertake Fair Farms certification at our cost.

Two growers opted to participate all the way through to the Fair Farms audit, which we also completed at our Dorrien Estate vineyards. The pilot was a great learning experience as we worked closely with these growers and our own vineyard team to understand the barriers different businesses face to social compliance.

Our growers offered valuable insight into the labour challenges on small-medium sized sites (including access to labour), and helped us understand the ways in which we can support them to uplift human rights practices in the viticulture industry.

## Supplier engagement

We're building trusted, long-term partnerships with thousands of small, medium and large suppliers across the country. These partnerships are key to sustainable, mutual growth of their businesses, and ours, as well as our ability to deliver on range, quality and value for our customers.

We have Australia's most extensive range of drinks, hotels and experiences, which continues to grow each year with emerging local and small producers. Using market-leading insights and trends data, we encourage our customers to discover new styles and tastes, strengthening core categories and adding value to new ones. In F24, we added more than 1,500 new lines to our range, including 1,019 products from small suppliers.

We continue to listen and work in partnership with our suppliers to find mutually agreeable solutions to challenges presented by supply chain issues, inflation and rising costs.

Our permanent Small Supplier Policy reduces the Group's payment terms to 30 days for approved Australian businesses with an annual revenue under \$10 million, and 14 days for approved Australian businesses with an annual revenue less than \$1 million.

## Process improvements

Our simplified onboarding process has delivered a 90% improvement in the time it takes to bring on new suppliers, while more than 280 suppliers engage with the Endeavour Partner Portal. On average, this Portal has helped save 36 days per review: across the 283 suppliers we've onboarded, we've saved over 10,000 cumulative days.

F24 also saw the launch of a new end-to-end workflow solution for Merchandising. With a strong emphasis on collaboration, shared visibility, and minimising duplication of effort, this tool transforms our internal operations and creates a more streamlined process for our suppliers when submitting new products for review. The tool gives suppliers a consistent location to share product information, a direct connection with our category teams, visibility of progress throughout the range review process and access to support and tools, including live training sessions.

This year we have received over 2,500 products through the new dashboard, across more than 600 suppliers. We have streamlined over 1,600 internal support requests, and delivered nine range reviews, with a further five in flight.

## Communication strategy

Through our strategic, multi-channel supplier communications program, we strengthen our partnerships across our network, sharing and discussing corporate news and industry challenges, as well as category and format insights.

Our bi-annual Supplier Forums continue to evolve and grow, with a record 1,300 supplier registrations and solid engagement and interaction both in the lead-up and during the events. In F24, we hosted our first ever Category Deep Dive sessions, which were created in response to supplier demand and interest stemming from Category Insights sessions. Each of these sessions were very well received by our suppliers, all scoring over 4.7 out of 5 in feedback surveys.

Through our quarterly supplier publication, Distilled, we share corporate and industry news, category and market insights and supplier features. Readership and impressions have hit a cumulative total of over 100,000 interactions since its launch in March 2021.

We also elevate the importance of partnership and celebrate and amplify innovation and creativity in the industry through our annual Supplier of the Year Awards. There are recognition categories from Product Development and Brand Activation to Agility in Supply Chain and Driving Sustainability Initiatives.

## Supplier feedback

There are a number of ways our suppliers can work with our teams to resolve issues quickly, on a case by case basis:

- Directly with the team involved - our category managers have direct relationships with each supplier and are the first point of contact
- Directly with management - we have online links for the escalation of issues to a manager
- Anonymously - Endeavour Whistleblowing is a service provided by Deloitte that covers our suppliers and team.

We also use quarterly Voice of Supplier (VOS) surveys as engagement pulse-checks, to help identify and address any issues as they arise.

In F24, 77% of our VOS respondents said they would recommend Endeavour as a Strategic Retail partner. Our suppliers called out our retail expertise, noting the team's category knowledge, trend leadership, and excellence in customer and category insights.



**“Category deep dives give great insight into the market, consumer trends and focus areas. The separation between ranging discussions and promotional/trade planning makes sense.”**

Small supplier,  
Voice of Supplier

**“NPD planning and execution is not seamless. We discover distribution gains from category reviews quite late.”**

Large supplier (Spirits/Premix)  
Voice of Supplier

**“Local ranging throughout the network has been market-leading, offering customers with an excellent and relevant range.”**

Small supplier (Wine)  
Voice of Supplier

## Privacy and cyber security

Digital platforms enhance and support our portfolio and business operations, offering our customers and team personalisation, discovery, convenience and connection. Responsibly safeguarding the security, integrity and privacy of data is central to building and maintaining their trust.

### Governance

We have a clear governance structure, focused on maturing and strengthening our privacy and cyber security capabilities to secure and protect the data of our business, team and customers.

Our Privacy, Data Governance and Cyber Security teams are responsible for the resilience of our data protection and information security procedures, policies and processes; and actively work to drive awareness and compliance through the business.

We're operationalising our privacy framework and developing best-practice data collection, protection and deletion policies and standards.

In the year, we conducted 55 privacy impact assessments for new systems and processes, and we've adopted a new responsible use of data framework with a focus on embedding privacy by design and responsible use of data principles into the data lifecycle.

### Team awareness

Our approach is focused on internal communication and awareness, technical training and drills, and strengthened systems and controls to help manage and mitigate risk. By the end of F24, 91% of all team members have completed privacy training, with an advanced training module currently in development.

Our Privacy Awareness Education Week in June focused on educating team members on their responsibilities and raising awareness of emerging privacy trends.

### Continuous improvement

We're constantly evolving to address changes in our business, technology, the law and the threat environment. Our focus is on monitoring existing and emerging risks, and establishing best-practice controls for key systems to support current and emerging regulatory standards. The Attorney-General recently announced that Privacy Act reform will move forward this year and a bill may be introduced before Parliament in September. We are continuing to monitor developments in this space.



### Responsible Use of Data

Over the past few years, we've taken steps to help our team members have a greater understanding of their responsibilities when it comes to the collection and use of customer data. There are stakeholder expectations and legislative requirements for the collection of key data sets on our customers, and it is critical that our team understand what should be collected, and how it should and shouldn't be used.

Following extensive internal and external consultation, we developed Responsible Use of Data Principles, which are currently being rolled out across the business. Endeavour's Privacy team considers various use cases throughout the year and assesses whether key actions that our team wish to take are operating within the principles. Training for team members will continue throughout F25, and performance against the principles and rates of training will be monitored regularly.

### Credential stuffing

In F24, we were impacted by credential stuffing, along with a number of large Australian retailers. Email addresses and passwords were obtained through unrelated third party breaches - not due to our internal systems being compromised. Our team took swift action to protect the data of our valued customers.



# Planet

Reducing our impact on the planet.

We want the imprint our business has on the planet to be a positive one. We're taking action to create a more sustainable world for future generations: driving efficiencies, investing in innovation, and better understanding our footprint to inform the actions we can take to make a difference.



Qualitative scenario analysis completed

**219**

sites with solar panels installed  
▲75 sites energised

**99%**

Own Brand packaging, reusable, recyclable, compostable

**8**

sites certified Sustainable Winegrowing Australia/New Zealand

## Climate change

We continue to strengthen the foundations of our climate change strategy: building climate resilience through our operations and innovating to reduce our emissions for the long-term sustainability of our business, and our planet.

Climate change is a material sustainability issue relevant to all our stakeholders, our business, and every community we operate in.

The latest Intergovernmental Panel on Climate Change (IPCC) reports tell us that the continued lack of progress towards reducing global emissions has increased the required rate of reduction to stay within the 1.5 degree Celsius environment recommended by the Paris Agreement. This means we all need to do more to reduce our emissions, faster.

We know this is a significant challenge, which is why we're developing plans to further reduce our Scope 1 and 2 emissions and work with experts and others as we explore ways to reduce our environmental footprint.

We are committed to transparency as we mature and adapt. We're on a journey to enhance our management and disclosure of this critical issue and we are working to progressively improve our disclosure against the Taskforce on Climate-Related Financial Disclosures (TCFD) framework.

As always, we're taking a collaborative approach to climate change: partnering with our suppliers, customers and industry.

### Climate change governance

The Endeavour Group Board, with the support of the Audit, Risk and Compliance Management Committee, oversees our Group-level response to climate change risks and opportunities.

The Board is updated quarterly on progress and risks to progress against the Planet commitments made in the Sustainability Strategy, including any matters relating to climate change. The Executive Leadership Team, with the support of cross-functional sustainability leads, is responsible for assessing and managing climate-related risks and opportunities as part of our enterprise risk management process, and our sustainability risk profile.

The Executive Leadership Team is also responsible for operationalising opportunities to improve the Group's environmental performance.



## Climate change action plan

We continue to solidify the foundations of our planet strategy: validating our emissions profile, building on the work of our climate risk assessment, and strengthening our governance and compliance.

Action	F23	F24	F25	F26	
Governance	Set up appropriate Board oversight over climate change risks and opportunities.	✓			
	Set up appropriate management's role in assessing and managing climate-related risks and opportunities.	✓			
	Aligning disclosures to the TCFD framework and incoming reporting requirements.	○→			
Risk Management	Processes for identifying and assessing climate-related risks.	✓			
	Processes for managing climate-related risks.	○→			
	Integration of climate-related risk into overall risk management.		○→		
Strategy	Complete high level impact assessments of physical and transition risks and opportunities across the business over the short, medium and long term.	✓			
	Understand actual and potential climate impacts on the business and strategy.	✓			
	Perform scenario analysis - Qualitative.	○→	○		
	Perform scenario analysis - Quantitative.			○→	
Embed climate risk into strategy development.		○→			
Metrics and targets	Disclose Scope 1 and 2 operational greenhouse gas emissions.	✓	✓		
	Understanding our Scope 3 emissions - starting with waste.	○→			
	Understanding our Scope 3 emissions - logistics.		○→		
	Explore Scope 1 and 2 emissions reduction targets base on most recent science.			○→	

Key Completed ✓ Start ○→ Start to targeted completion ○● Target completion ●

## Validation and preparation challenges

As we progress our climate strategy, validating our emissions data has proven very challenging. During the year, we found opportunities to improve, including:

- Strengthening our processes and controls over the sustainability data collection for cleaner and more complete data sets;
- Reviewing the technology systems and processes supporting sustainability data; and
- Enhancing our basis of preparation, including the approach we take to estimate some of our data.

We are working towards improving our data collection and validation in order to prepare for ESG reporting changes. Our Sustainability and Finance teams have also started a gap analysis to understand the new reporting requirements and define a draft action plan for Endeavour to meet the new standards. We have broken this down to two major streams of work:

**1. Governance uplift:** We have reviewed incoming Australian Sustainability Reporting Standards, and note that while we have already commenced reporting against the framework (using TCFD as a base), more work around the governance, controls and processes of how we collect information will be needed for us to meet external assurance standards. We will work to meet the requirements.

**2. Reporting solution:** To support the governance uplift, we are also exploring the right reporting solution, with a focus on using existing systems.

## Risk management

Climate change is an identified business risk to Endeavour Group and its business operations.

Our climate-related and other sustainability risks are identified, assessed and managed using our risk management framework, with continuous monitoring and reporting of non-financial risks across the organisation, including climate-related risks.

We review and update this on an annual basis, using the time horizons of short-term (one to three years), medium-term (three to 10 years) and long-term (10 to 25 years).

In F24, we completed our first qualitative scenario analysis, examining potential future climate conditions to understand the potential impacts on our business and operations, and potential responses we may need to prepare for. This analysis (pages 66-68) has helped us develop our longer-term climate resilience plan and is now incorporated into our overall climate change strategy.

## Strategy

In F23, we undertook a climate risk assessment in order to deepen our understanding of the potential impacts of climate change on our business units. The assessment highlights that the Group and our business units risk profile are dominated by transition risks to 2030, while physical risks are increasing towards 2050.

**Transition risks** are risks arising from transition to a net zero emissions economy due to changes in domestic and international policy and regulation, technological innovation, changes in social behaviour and market responses.

**Physical risks** stem from extreme weather events exacerbated by climate change (acute risks), and longer-term shifts in climate patterns (chronic risks).

Details of this assessment are on page 65.

## Our most material transition risks:

Risk type	Potential risk	F24 progress
 <b>Reputation</b>	Increased scrutiny on natural resource usage, particularly access to water	We continue to work across functions, including Legal, Policy and Regulations team and the Corporate Affairs and Sustainability team to scan and manage policy.
	Policy uncertainty limiting potential for renewable energy uptake	
	Increased scrutiny on type and quality of offsets procured	
 <b>Policy and legal</b>	Increasing regulatory costs from more stringent environmental regulations including carbon pricing and unsafe working conditions due to climatic changes	This year we conducted qualitative scenario analysis (see page 66).
	Continued phase-out of (HFC) refrigerants requiring capital investment to change to low-GWP and higher-cost alternatives for cold storage	
	Climate-related factors impacting supplier input expenses including availability and ability to transport materials, resulting in increasing costs of raw materials across the value chain	
	Fiduciary duty from increasing external pressure for organisations to disclose their responsibilities in the contribution and mitigation of climate change above those that are mandated by governments	
 <b>Technology</b>	Increasing transport and travel costs impacting capital expenses and operating expenses	We have been actively implementing energy efficiency projects and continuing to roll out our solar program to viable sites.
 <b>Market</b>	Changing consumer preferences for greener products with supporting evidence base for proof of claims	Within our scenario analysis we explored how customer preferences could shift, highlighting key considerations for product selection.

## Our most material physical risks:

Risk type	Potential risk	F24 progress
 <b>Acute</b>	Bushfires disrupting operations, damaging stores, distributions centres and vineyards	This year we conducted qualitative scenario analysis (see page 66).
 <b>Chronic</b>	Heat stress for team (health and safety) and products (impact on quality)	
	Changing insurance premiums and coverage to account for physical climate risks	

## Qualitative scenario analysis

Climate change exposes our customers, communities and our business to a range of risks, like more frequent, more extreme weather events and more pressure on our finite natural resources.

In F24, we completed our first qualitative scenario analysis, which allowed us to explore how our key climate-related risks could materialise under different plausible futures. This includes how our operations and supply chain could be impacted, how effective our current risk mitigation approaches would be in each scenario, and what else we might need to do to enhance our resilience.

We developed three scenarios using the following criteria:

- Consistency with TCFD recommendations and guidance, and the draft Australian Sustainability Reporting Standard (ASRS)
- Alignment with the latest Intergovernmental Panel on Climate Change (IPCC) reference scenarios from the IPCC Sixth Assessment Report (AR6), which bring together socio-economic factors through Shared Socioeconomic Pathways (SSPs) and emissions projections by way of Representative Concentration Pathways (RCPs)
- Parameters and variables relevant to Endeavour's highest rated climate-related risks
- Suitability to stress-test business impacts and potential responses.

Impacts were considered over two time frames: to 2030, and to 2050.

### Our climate scenarios

Heading to Paris	Gradually then Suddenly	Degrees of Division
Global action to limit warming to 1.5°C by 2100 <sup>1</sup>	Delayed effort limits warming to ~2°C by 2100	Warming approaches 4°C by 2100
Rapid and sustained decarbonisation driven by ambitious climate policies and high capital investment in low-emissions technologies. Decarbonisation technology uptake is high across Endeavour's value chain.	Current trends continue until 2030, when global concern for climate translates into a scramble towards net zero. Post 2030, major efforts are made to scale-up use of sustainable tech as climate policies become more stringent and there is a steep jump in carbon prices.	Social, economic and technological advancements slow. Focus is placed on achieving food, energy and national security within each region. Unchecked climate change has increasingly catastrophic consequences.
<b>Customer expectations</b> Consumers shift to prefer less resource-intensive options and companies are expected to provide consumers with 'green' options at reasonable prices.	<b>Customer expectations</b> Consumers shift towards a lower consumption lifestyle post 2030.	<b>Customer expectations</b> Consumer choices are largely driven by price considerations.
<b>Physical risk trends</b> Low increase in physical risk, consistent with 1.6°C by 2050 and 1.5°C by 2100.	<b>Physical risk trends</b> Low-medium increase in physical risk, consistent with 1.7°C by 2050 and 1.6°C by 2100.	<b>Physical risk trends</b> High increase in physical risk, consistent with 2.1°C by 2050 and 3.6°C by 2100.
IPCC AR6 reference scenario SSP1-1.9	IPCC AR6 reference scenario SSP2-2.6	IPCC AR6 reference scenario SSP3-7.0

<sup>1</sup> This scenario is a requirement of the incoming ASRS



## Key findings to inform future business planning

**Physical risks are consistent across scenarios, at least in the short term, while transition risks differ significantly.**

Due to inertia in the global climate system, physical risk trends are broadly consistent across scenarios to 2030. The frequency and/or intensity of extreme weather events will continue to increase and could undermine availability and quality of products. Pinnacle and our supply chain are the areas of our business most vulnerable to direct impacts. These include smoke risk to quality of grapes, destruction of vines from bushfires, and extreme heat impacting products during transportation, distribution and storage. Building resilience to climate impacts over the next decade is necessary under all scenarios. The extent of global climate change differs across each scenario in the post-2030 period, such that adaptive measures for long-lived assets or assets that have long lead times to implementation need to be defined to accommodate a greater degree of uncertainty.

Our analysis demonstrated divergent transition-related impacts across scenarios, particularly with regard to their timing and scale. These divergent transition impacts can complicate risk management. The rewards of rapid decarbonisation crystallise immediately in 'Heading to Paris' scenario, but are delayed to 2030 in 'Gradually then Suddenly', and never eventuate in 'Degrees of Division'. Transition planning implies readiness for further rapid changes in policy, technologies and market expectations.

**Many transition impacts applied across multiple scenarios, as did opportunities.**

Many climate-related impacts drive up costs, particularly costs of production. Some could lead to reduced revenue due to changes in consumer preferences. Severity and timing of impacts also varied. We also identified opportunities to enhance Endeavour's resilience to climate change.

## Building climate resilience

Our analysis showed that our optimal responses could vary under each scenario. Nevertheless, understanding these impacts enabled us to prioritise areas of focus and identify no-regret and low-regret actions to address our key risks.

Focus areas were determined across three key planning categories: transition, physical resilience and disclosure. Across these planning categories, the following focus areas were prioritised to determine the no-regret and low-regret actions that could provide benefits under multiple scenarios.

While physical risk preparedness will focus on aspects under our operational control in the first instance, it was identified that the scope of this focus area should extend to supply chain resilience and insurance as a logical next step.

For each of the focus areas, actions to address climate-related impacts are already underway for completion in the next two years, and others form part of our future business planning and decision making.

Focus area	Actions underway	Future actions
<b>1</b> Emissions reduction strategy	<ul style="list-style-type: none"> <li>Development of an annual emissions baseline and a BAU emissions projection to understand gap to net zero 2050.</li> <li>Mapping of opportunities for emission reduction projects.</li> <li>Development of emissions reduction strategy.</li> <li>Ongoing review of Endeavour’s renewable energy procurement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and finalise initial Scope 3 baseline footprint.</li> </ul>
<b>2</b> Data needs for compliance	<ul style="list-style-type: none"> <li>Investigation of data availability and collection needs to meet disclosure and/or reporting requirements.</li> <li>Collection of data to improve understanding of current state data quality and availability against exposure to future disclosure and/or reporting requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise baseline data to understand current position and exposure to reporting requirements.</li> </ul>
<b>3</b> Roadmap to compliance	<ul style="list-style-type: none"> <li>Development of roadmap to compliance towards ASRS from findings of undertaking gap analysis vs current state.</li> <li>Development of data sheet and establishment of systems and processes required for F25 reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Establish business processes to conduct ongoing review of disclosure requirements to meet obligations.</li> </ul>
<b>4</b> Refrigerant phase-out	<ul style="list-style-type: none"> <li>Investigation of options for phased replacement of refrigerants.</li> </ul>	<ul style="list-style-type: none"> <li>Develop roadmap for refrigerant transition plan.</li> </ul>
<b>5</b> Physical risk preparedness	<ul style="list-style-type: none"> <li>Completion of Pinnacle site audits to determine best way forward to address physical risks.</li> <li>Investigation of local water conservation opportunities at sites.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and embed emergency protocols for physical risks into BAU.</li> </ul>

## Next steps

Our analysis confirmed the value of our ongoing decarbonisation efforts and commitment to driving efficiencies in our operations. We understand that climate impacts will continue to evolve under all scenarios and we must continue to adapt and reprioritise alongside this. We will continue to report on progress against the actions identified and investigate further measures to enhance our climate resilience. We will also look to undertake targeted quantitative scenario analysis to better define the scale of risks and opportunities.

## Metrics and targets

Our Sustainability Strategy sets out our targets to reduce our impact on the planet:

- By 2030 sourcing 100% renewable electricity to power our business; and
- By 2050, Endeavour Group will have net zero emissions (Scope 1 and 2 only).

We track, monitor and report on our Scope 1 and 2 emissions and energy consumption data using the operational controls as defined under the National Greenhouse and Energy Reporting Act 2007. We also use this Act as a base to calculate our greenhouse gas emissions.

In F24, we have been working to improve the quality of our emissions baseline, and our total energy consumed was 2,026,534 GJ, and our total Scope 1 and Scope 2 emissions make up 365,924 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

Our 2,000+ facilities emitted 76,546 tCO<sub>2</sub>e in Scope 1 (direct) emissions mainly from refrigerant gases and 289,378 tCO<sub>2</sub>e in Scope 2 (indirect) emissions from electricity.

In addition to this, we have started tracking our Scope 3 emissions, where we have 75,207tCO<sub>2</sub>e from energy related emissions not included in Scope 1 and 2 and waste to landfill.

We’re working through a range of capital initiatives to reduce emissions, drive efficiencies and make faster progress towards our renewable energy commitment.

### Solar

219 sites have solar installations, with 75 additional sites added in F24. Since the introduction of our solar program, we’ve developed a better understanding of the systems, components and brands we need to guarantee quality, durability and visibility on the performance and progress.

Solar installations generated more than 14,690 MWh of power in F24, with additional installations planned for our retail stores, hotels, wineries and other facilities in F25.

### Smart control systems

170 of our retail sites feature smart control systems, which allow our team to centrally manage light and air conditioning settings and automate soft fridge covers.

Select hotels are trialling a Switch It On and Off initiative: switching off different items when not in use to identify energy reduction and cost savings opportunities.

### LED lighting

We’ve completed an LED lighting roll-out in all our retail stores, and updating occupancy sensors, back of house and car park lighting in sites where required. Sensors are set for motion, turning off lights during the day and when the areas are unoccupied.

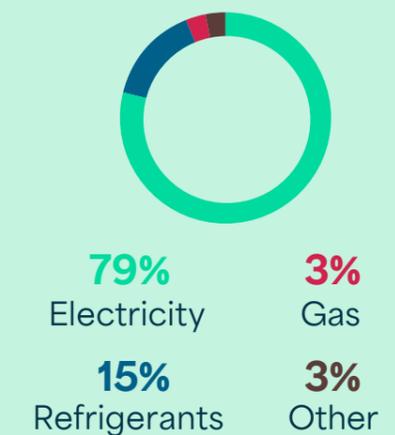
### Refrigeration

Open fridges have been replaced with cases with doors in 34 of our retail stores in New South Wales and Victoria, reducing energy consumption. Where possible, we are retrofitting doors on existing cases to increase the assets’ life cycle and further reduce consumption. Our new Dan Murphy’s stores at Woollooware Bay and Harpley feature energy efficient transcritical refrigeration systems, which are considered lower-emissions options and use CO<sub>2</sub> instead of synthetic refrigeration gases.

### Electronic Shelf Labelling

Electronic Shelf Labelling (ESL) is now in 273 Dan Murphy’s stores nationally, saving an estimated 8 million sheets of ticketing in F24. Powered by energy efficient, long lasting battery systems, ESLs provide a better customer experience with improved pricing accuracy. LED ‘light up’ functionality supports locating products using the ‘Ask Uncle Dan’ app.

Scope 1 and 2 emissions profile



## Scope 3 emissions

Our supply chain is complex and geographically diverse, which makes the collection and validation of our indirect emissions challenging. Scope 3 emissions are defined as all indirect emissions that result from the activities across Endeavour's value chain, but occur from sources not owned or controlled by Endeavour. As we improve our data collection and management processes across our business units, we will be able to better understand our total Scope 3 emissions and validate our baseline.

In F24, in preparation for incoming changes to reporting requirements, we have worked to develop our understanding across Scope 3 emissions categories. Using materiality criteria and data insights, we have prioritised the first phase of indirect emissions categories for future disclosure:

- Purchased goods and services
- Capital goods
- Fuel and energy related activities
- Upstream transportation and distribution
- Waste generated in operations
- Downstream transportation and distribution

Work has already begun in waste reduction (see page 76). An overview of our discovery work across all 15 Scope 3 emissions categories is below. There's more work to do, which will continue into F25 as we prepare for full disclosure.

Upstream activities	Examples
1. Purchased goods and Services	<ul style="list-style-type: none"> <li>• Goods sold for resale</li> <li>• Goods not for resale</li> <li>• Packaging</li> <li>• Professional services</li> <li>• Technology services and equipment</li> <li>• Product manufacturing emissions</li> </ul>
2. Capital goods	<ul style="list-style-type: none"> <li>• Hotel acquisition</li> <li>• Upgrade/Renewals</li> <li>• Gaming machines</li> <li>• Refrigeration</li> </ul>
3. Fuel and energy-related activities	<ul style="list-style-type: none"> <li>• Distribution losses for electricity used in operations</li> <li>• Upstream processing of liquid fuels and gas used in operations</li> </ul>
4. Upstream transportation and distribution	<ul style="list-style-type: none"> <li>• Distribution and freight</li> </ul>
5. Waste generated in operations	<ul style="list-style-type: none"> <li>• Landfill</li> <li>• Cardboard</li> <li>• Commingled</li> </ul>
6. Business travel	<ul style="list-style-type: none"> <li>• Flights</li> <li>• Land Transport</li> <li>• Accommodation</li> </ul>
7. Employee commuting	<ul style="list-style-type: none"> <li>• Personal vehicles</li> <li>• Working from home</li> <li>• Ferry</li> <li>• Tram</li> <li>• Train</li> <li>• Bus</li> </ul>
8. Upstream leased assets	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>

Key ● Priority 1 ● Priority 2 ● Not applicable

## Understanding our Scope 3 opportunities

We continue to trial initiatives to help reduce Scope 3 emissions.

This year, we installed our first combined **EV charging stations** at The Ettamogah and Dan Murphy's site in Kellyville Ridge, New South Wales. The stations have seen high demand and longer than average dwell times in the afternoon and evening, suggesting our customers are charging while they shop or have a meal at The Ettamogah. This site takes the number of EV charging stations across our network to nine, delivering a reliable and fast charging experience for our customers in suburban and regional areas.



We're also working to explore opportunities for products on shelf. In F24, **Largo Brewing was certified carbon neutral** by Climate Active, following extensive changes to the brewing process to reduce greenhouse gases, such as using a combination of malted and unmalted barley, natural refrigerants and filtration efficiencies. The brewery's solar installation helps to reduce energy consumption from the grid, and use of cans instead of glass bottles reduces both weight and space across storage and distribution. Largo Brewing purchases carbon offsets through GreenCollar.

Downstream activities	Examples
9. Downstream transportation and distribution	<ul style="list-style-type: none"> <li>• Jimmy Brings</li> <li>• Customer transport</li> <li>• Gig economy</li> <li>• Freight and couriers</li> </ul>
10. Processing of sold products	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
11. Use of sold products	<ul style="list-style-type: none"> <li>• Product on shelf</li> </ul>
12. End-of-life treatment of sold products	<ul style="list-style-type: none"> <li>• Landfill</li> <li>• Commingled</li> <li>• Cardboard</li> <li>• Product reuse</li> </ul>
13. Downstream leased assets	<ul style="list-style-type: none"> <li>• Retail and hotel sites</li> </ul>
14. Franchises	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
15. Investments	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>

Key ● Priority 1 ● Priority 2 ● Not applicable

## Sustainable use of natural resources

A commitment to biodiversity is the cornerstone of our viticulture and sustainable winemaking practices. We strive to cultivate vibrant vineyards through the protection of our soils and surrounding environment, because it's the right thing for our business, and the communities bringing our products to life.

### Environmental standards

We continue to develop, align and review environmental standards across our wineries and vineyards, benchmarking our operations and looking for areas of improvement.

Six Endeavour sites are certified through the Sustainable Winegrowing Australia (SWA), two through Sustainable Winegrowing New Zealand (SWNZ) program and four sites are certified through ISO 14001.

SWA is a national program for grape growers and winemakers to demonstrate and continuously improve sustainability efforts in the vineyard and winery through the environmental, social and economic aspects of their businesses.

ISO 14001 is an internationally agreed environmental management system that supports organisations to improve environmental performance through efficient use of resources. A structured framework is used to identify environmental risks and opportunities, setting targets, implementing procedures and controls and monitoring performance. Vinpac McLaren Vale passed ISO 14001 certification audit in February with no audit findings; a positive result.

### Biodiversity

Through collaboration between our viticulturalists and sustainability leads, sustainable land management practice models conserve, enhance and create biodiversity areas in our vineyards, surrounding environments and into our local communities.

In F24, the team at Isabel Estate Winery supported Renwick School on a project aimed at nurturing both the environment and a multigenerational connection to conservation efforts in the community. The winery team donated and installed a greenhouse at the local school, complemented by planting tables, benches and paving, which serves as a nursery where students of all ages engage in hands-on learning experiences. Younger students learn the art of propagating seedlings, nurturing them into healthy plants. Older students then take charge of replanting them at Isabel Estate and other locations within the community.

Isabel Estate plants approximately 400 native plants on its vineyard and winery grounds annually, and the team is proud to extend the impact of its conservation efforts in the community. International harvest staff assist in harvesting seeds for the students each year.

**“By instilling a sense of stewardship for the environment for our tamariki and across different generations, we not only enhance biodiversity, we’re sowing the seeds of a deeper connection between the winery and the wider community.”**

Nick Best, Winery, Operations and Bottling Manager, whose children attend Renwick School



### Natural pest control

At our Margaret River winery, Cape Mentelle, ecosystem conservation and biodiversity sometimes takes a unique approach.

To deal with a problematic mealybug population, the team reworked the vines back to cane instead of spur, reducing the area for the pest to hide in. Beneficial bugs - Cryptolaemus Ladybirds and Lacewings - were introduced and encouraged as a form of pest control. The inclusion of cover crops in the vineyard system aids this process, helping to provide a food source and shelter, as well as enhance soil health and biodiversity. Lacewings were also introduced to combat vine caterpillar, reducing the need for chemical intervention.

### One to One

To celebrate Earth Day in April, our Dan Murphy's Planet Squad launched a tree planting campaign in partnership with One to One wine.

The partnership included a commitment to plant 1m<sup>2</sup> of native bushland for every single bottle of wine sold during April.

Led by our Retail teams and with the support of our customers, 8,601sqm of native trees (nearly 20 basketball courts worth of forest) will be planted.



### Managing water use

We're continuing our work towards better water efficiency across our business. Vineyard operations rely on water for irrigation, and the challenge remains to conserve water resources while producing quality products for our consumers. In F24, our wastewater treatment plant between our Dorrien Estate (Tanunda) and Vinpac International (Angaston) sites in the Barossa region captured and treated 85,003 kilolitres of water used in operations. 20,501 kilolitres of treated water was returned to Vinpac and used to irrigate site lawns and gardens.

## Enhancing circularity

A circular economy is good for business, better for the planet and important to all our stakeholders. We're exploring ways to reduce our packaging where we can, source our packaging sustainably and improve the way we manage waste.

### Sustainable packaging

We work in partnership with the industry and our suppliers towards responsible sourcing and the overall reduction of packaging, finding innovative recyclability and reusability solutions across our operations in line with our targets.

Part of this work has included the review and evolution of our packaging model, clarifying our baselines to track and show progress against our commitments, and finding solutions to problematic packaging such as cork and double amber bottles.

This work has helped us to determine glass as our major contributor to carbon in packaging, through input materials, furnacing and transport emissions. By reducing the amount of glass needed through lightweighting bottles, we deliver both carbon and packaging savings (see page 75).

We're also focused on efficiencies in our process and governance. In F24, we made the decision to report packaging metrics under the National Environmental Protection (Used Packaging Material) Measure of 2011, as opposed to through membership of the Australian Packaging Covenant. Our intent, commitments and targets remain unchanged.

#### Our 2025 Sustainable Packaging Commitments

**Commitment 1:** 100% Own Brand packaging, reusable, recyclable, compostable

**99%**<sup>1</sup> Industry support is required to resolve problematic packaging to close the remaining 1%. Main items at risk of not complying are cask wine bags and non-transparent glass.

**Commitment 2:** Average 50% recycled content on Own Brand packaging

**54%**<sup>1</sup> We have exceeded our commitment but continue to include as much recycled content as possible in our products.

**Commitment 3:** All Own Brand packaging is FSC<sup>2</sup> or PEFC<sup>3</sup> certified and has a minimum of 60% recycled content

**97%**<sup>1</sup> Industry is not in a position to support 100% transition yet. We're continuing to work with our suppliers to include as much FSC and PEFC as possible, and where that isn't achievable, focus on including at least 60% recycled content.

<sup>1</sup> For the period 1 January 2023 to 31 December 2023.

<sup>2</sup> Forest Stewardship Council.

<sup>3</sup> Programme for the Endorsement of Forest Certification.



### Packaging innovation

Reducing our packaging through light-weighting continues to deliver both packaging savings and carbon reductions. Seven sparkling wines and proseccos in the Pinnacle Drinks range underwent light-weighting bottle changes in F24. Each product had between 100–310 grams of bottle weight removed, and light-weighting has no effect on the taste or performance of the wine itself. Lightweighting has delivered a saving of 195.7 tonnes<sup>1</sup> of required glass in 12 months.

In the beer category, innovation in packaging design also led to positive changes for Pinnacle Drinks' TUN beer. As part of the brand's redesign, the packaging technology team removed UV inks and gloss varnishes from the product's outer carton, and developed a new carton dieline removing the need for plastic shrink wrap. Following two years of trials, samples, durability and stock transit tests, the new-look TUN range hit the shelves lighter, brighter and more environmentally friendly than ever - saving 30,000kg of plastic shrink wrap from landfill.

#### Sustainable Wine Roundtable

In F24, Endeavour Group became the first Australian retailer to join Sustainable Wine Roundtable (SWR). The SWR is a global independent multi-stakeholder platform working to improve sustainability across the wine value chain to improve industry outcomes through collective action and knowledge sharing. Alongside 200 other participants, we participate in both producer and retailer working groups on initiatives to reduce impact such as glass light-weighting.

**“By working together, we can create solutions and harness the knowledge of industry experts, from viticulturists and winemakers, through to packaging processes and our supply chain to customers.”**

Leigh Firkin,  
Head of Commercial Wine, Endeavour Group

<sup>1</sup> Tonnage is calculated based on the 12-month period from August 2023 to July 2024 with July 2024 being a forecasted amount.



## Waste

Effective waste management helps minimise environmental footprint and delivers cost and productivity savings. Our waste strategy is aimed at reducing waste generation, expanding recycling opportunities and enhancing circularity, with our framework targeting:

- Back of house enhancements, aimed at closing all waste gaps and bolstering service management; and
- Customer waste initiatives, including the expansion of recycling support trials and programs.

In F24, we continued our focus on optimising our waste processes throughout our operations, including trials to improve back of house waste management. Promoting waste reduction awareness and behaviour change for our teams remains a focus, with initiatives such as Plastic Free July (see page 77).

We also continued to trial ways to support our supply partners and customers in recycling and collecting waste for reuse. More than 100 Dan Murphy's stores trialled the installation of collection bins for customers to return their plastic beer can clips which were then transferred to a third-party waste management company for recycling.

Our ReCork natural cork stopper recycling pilot program has also seen more than 600,000 corks collected from selected participating Dan Murphy's and BWS stores. The pilot program, which is part of a collaboration with Amorim Cork and Save Our Soles, aims to repurpose customers' used corks with a view to create cork-composite anti-fatigue mats. If the trial is successful, the mats could then be used by team members in selected stores when existing mats at point of sale need to be replaced. The trial enables us to continue to test and learn, with a view to implementing the insights in any long-term cork recycling program.

In F24, our total tonnes of waste to landfill was 23,365, which is 30,375 tCO<sub>2</sub>e. We have diverted 11,087 tonnes of waste from landfill, mainly cardboard, in the period.

Waste to landfill

**23,365**  
tonnes

Waste diverted from landfill

**11,087**  
tonnes



Brittany Barlow Dan Murphy's Bicton with PFF Founder, Rebecca Prince-Ruiz OAM.

### Plastic Free Foundation Partnership

Endeavour is an impact partner of the Plastic Free Foundation (PFF), an independent, Australian not-for-profit with a vision of seeing a world free of plastic waste. In F24, as part of the partnership, we conducted a waste audit at Dan Murphy's, Bicton, reviewing procurement, overstocks and assessing the different waste bins in the store to better understand team member consumption, as well as opportunities to engage team members in saving resources, improving recycling and reducing landfill waste.

For the second year, our team took part in the Plastic Free July (PFJ) initiative, setting personal plastic-free goals at home and work. Teams share weekly tips and commit to changes to reduce single-use plastic waste. In F24, 141 formal registrations of teams and individuals pledged to avoid disposable coffee cups throughout July, together avoiding an estimated 3,000 single-use cups and lids. By planning ahead, bringing a reusable cup, or dining in, team members made a difference, forming new habits and reducing waste. Paper-based disposable coffee cups are generally made with virgin paper and lined with plastic (petroleum-based or bioplastic). They are not widely accepted for recycling with paper and cardboard or composting. The majority are landfilled; many are littered and become plastic pollution.

Plastic Free July is a global movement to change behaviour and reduce overall waste to landfill, by focusing on small steps that make a big difference.

By avoiding ~3,000 single-use cups in a month, the teams also saved:

**9.7kg**  
of plastic

**108kg**  
of carbon dioxide

**2,800mj**  
of energy

# Independent Limited Assurance Report to the Directors of Endeavour Group Limited

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## Conclusion

We have undertaken a limited assurance engagement on the preparation of the sustainability metrics and assertions listed below ("Subject Matter Information") presented in the Endeavour Group Limited ("Endeavour") Sustainability Report for the period 1 July 2023 to 30 June 2024 (the "2024 Sustainability Report"), in accordance with Endeavour's internal sustainability policies and procedures and Basis of Preparation ("the Reporting Criteria"), in all material respects.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information is not prepared, in all material respects, in accordance with the Reporting Criteria for the relevant period.

## Subject Matter Information and Reporting Criteria

The Subject Matter Information and Reporting Criteria in scope for our limited assurance engagement are outlined below. Unless otherwise stated, the reporting period is for the period 1 July 2023 to 30 June 2024.

SUSTAINABILITY METRICS	METRIC ASSURED	PAGES OF SUSTAINABILITY REPORT	REPORTING CRITERIA
Team members trained in Leading in Responsibility (%)	92%	5, 9, 15, 19, 23 and 24	
Community investment funding	\$6,000,000	9, 15 and 19	
Total Recordable Injuries (TRI)	327	52	
Women represented on the Board (%)	25%	45	Endeavour Group Limited's internal sustainability policies and procedures and Basis of Preparation as described in relevant footnotes throughout the 2024 Sustainability Report.
Women represented in the Senior Leadership Group (%)	45%	9, 15, 43 and 45	
Scope 1 and 2 greenhouse gas emissions for Endeavour Group Limited (tCO <sub>2</sub> e)	365,924 tCO <sub>2</sub> e	69	
Total energy consumed for Endeavour Group Limited (GJ)	2,026,534 GJ	69	
Total waste going to landfill (tonnes)	23,365 t	76 and 84	
Reusable, recyclable or compostable content used in all Own Brand packaging (%) *	99%	15, 61 and 74	
Recycled content across all Own Brand packaging (%) *	54%	15 and 74	
FSC <sup>1</sup> or PEFC <sup>2</sup> certified pulp and paper based Own Brand packaging with minimum 60% recycled content (%) *	97%	15 and 74	

\*The reporting period for these metrics are on a calendar year basis from 1 January 2023 to 31 December 2023.

1 Forest Stewardship Council.

2 Program Endorsement Forest Certification.

### SUSTAINABILITY ASSERTIONS

Our median total remuneration gender pay gap is 0.7% and we are working through plans to achieve gender pay parity.

We have seen increased compliance numbers and improved data reporting capabilities across our Own Brand suppliers. 89% of our Own Brand suppliers have now completed self-assessment questionnaires.

Our new Dan Murphy's stores at Woolooware Bay and Harpley feature energy efficient transcritical refrigeration systems, which are considered lower-emissions options and use CO<sub>2</sub> instead of synthetic refrigeration gases.

### REPORTING CRITERIA

Endeavour Group Limited's internal sustainability policies and procedures as described in relevant footnotes throughout the 2024 Sustainability Report.

## Deloitte Assurance Statement (continued)

### SUSTAINABILITY ASSERTIONS

Lightweighting has delivered a savings of 195.7 tonnes<sup>1</sup> of required glass in 12 months.

More than 100 Dan Murphy's stores trialed the installation of collection bins for customers to return their plastic beer can clips which were then transferred to a third-party waste management company for recycling.

In FY24, our wastewater treatment plant between our Dorrien Estate (Tanunda) and Vinpac International (Angaston) sites in the Barossa region captured and treated 85,003 kilolitres of water used in operations.

In FY24, there were 44 million customer engagements with our responsibility messaging – the equivalent of reaching every adult drinker three times throughout the year.

Our data monitoring and risk management system, Focal ALERT BETTOR, continues to support our teams in Victoria, New South Wales, Queensland, South Australia and the Northern Territory. The technology assesses game play, looking for early signs of potentially problematic behaviour, so that player observations and interactions can be heightened where needed. ALH is the first Australian operator to use the technology, where we've had over 2,400 observations and interactions in FY24.

More than 350 managers and gaming hosts have completed an additional face-to-face Advanced Responsible Service workshop, which offers practical and in-depth training specific to customer interactions.

### REPORTING CRITERIA

Endeavour Group Limited's internal sustainability policies and procedures as described in relevant footnotes throughout the 2024 Sustainability Report.

<sup>1</sup> Tonnage is calculated based on the 12-month period from August 2023 to July 2024 with July 2024 being a forecasted amount.

## Basis for Conclusion

We conducted our limited assurance engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ASAE 3000") issued by the Auditing and Assurance Standards Board.

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

## Our Independence and Quality Management

We have complied with the independence and relevant ethical requirements which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, including those contained in APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)*.

Our firm applies Australian Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Responsibilities of Management of Endeavour

Management are responsible for:

- ensuring that the Subject Matter Information for the relevant reporting period is prepared in accordance with the Reporting Criteria;
- confirming the measurement or evaluation of the underlying subject matter against the applicable Reporting Criteria, including that all relevant matters are reflected in the subject matter information; and
- designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations;
- selecting and applying measurement methodologies in accordance with the Reporting Criteria, and making estimates that are reasonable in the circumstances; and
- the electronic presentation of the Subject Matter Information and our limited assurance report on Endeavour's website.

## Other information

Management of Endeavour are responsible for the other information. The other information comprises the information included in Endeavour's 2024 Sustainability Report, but does not include the Subject Matter Information and our assurance report thereon. Our limited assurance conclusion does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the Subject Matter Information, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Subject Matter Information or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Deloitte Assurance Statement (continued)

### Responsibilities of the Assurance Practitioner

Our responsibility is to express a limited assurance conclusion on the preparation of the Subject Matter Information, in all material respects, in accordance with the Reporting Criteria, for the relevant reporting period, based on the procedures we have performed and evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether anything has come to our attention that causes us to believe that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Reporting Criteria, for the relevant reporting period.

A limited assurance engagement on the Subject Matter Information involves identifying areas where a material misstatement of the Subject Matter Information is likely to arise, performing procedures to address the areas identified, and considering the process used to prepare the Subject Matter Information. A limited assurance engagement is substantially less in scope than for a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than, for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion on whether the Subject Matter Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

Our procedures included:

- Inquiring with the respective Subject Matter Information owners to understand and assess the approach for collating, calculating and reporting the respective Subject Matter Information for the relevant reporting period;
- Undertaking walkthroughs of key systems and processes for collating, calculating and reporting the Subject Matter Information;
- Inspection of the supporting process documentation developed to support the collation, calculation and reporting process of the Subject Matter Information and investigate further where required;
- Performing analytical reviews on the Subject Matter Information and/or relevant supporting documentation;
- Selection on a sample basis items to test from the Subject Matter Information and agree to relevant supporting documentation; and
- Agreeing overall data sets for the Subject Matter Information to the final data contained in Endeavour's 2024 Sustainability Report.

### Inherent Limitations

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that fraud, error, non-compliance with laws and regulations or misstatements in the Subject Matter Information may occur and not be detected.

Emissions quantification is subject to inherent uncertainty because incomplete scientific knowledge has been used to determine emissions factors and the values needed to combine emissions due to different gases.

Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and sampling or estimating such data.

### Restricted use

The Reporting Criteria used for this engagement was designed for the specific purpose of the directors and management reporting on the Subject Matter Information presented in Endeavour's 2024 Sustainability Report, as a result, the Subject Matter Information may not be suitable for another purpose.

This report has been prepared for use by the directors and management of Endeavour for the purpose of providing assurance over the Subject Matter Information presented in Endeavour's 2024 Sustainability Report. We disclaim any assumption of responsibility for any reliance on this report to any person other than directors and management of Endeavour or for any purpose other than that for which it was prepared.

*Deloitte Touche Tohmatsu*

DELOITTE TOUCHE TOHMATSU

*W. G. Rockwood*

Wibishana Rockwood

Partner  
Chartered Accountants

Melbourne, 26 August 2024

# Appendix

## Progress against our 2030 Sustainability Strategy

### Responsibility and Community

GOALS	COMMITMENT	PROGRESS TO 2030	REFERENCE
<b>Demonstrate leadership in the responsible service of alcohol and gambling.</b>	Train 100% of team members in the principles of responsible service of alcohol and gambling.	Progressing ●...●	See page 20 to 41
	Implement effective programs and technologies to prevent the sale of alcohol to minors.		
	Achieve 100% compliance with industry codes.		
	Link 20% of Long Term Incentive Plan for senior leaders to 'Leading in Responsibility'.		
<b>Enable customers to make informed decisions about our products and services to encourage responsible consumption.</b>	Conduct external audits and benchmarking of our responsible gambling program every two years.		
	By 2025, reach five million people with campaigns on responsible consumption and harm minimisation (target per campaign).	Progressing ●...●	See page 20 to 41
	Increase awareness of voluntary pre-commitment through proactive campaigns and communication.		
	Build knowledge of how to inform and influence responsible choices and embed learnings in our business.		
<b>Partner with experts to identify potential strategies to address alcohol and gambling related harm in the community.</b>	Employ innovative technology to identify and support customers who may have a problem with alcohol consumption or gambling.		
	Maintain the largest range of low and zero alcohol alternatives.		
	Invest in research and projects in partnership with health experts, regulators, government and industry that aim to reduce alcohol and gambling harm in the community.	Progressing ●...●	See page 20 to 41
<b>Collaborate to pursue leading standards for our industries.</b>	Continue to invest and engage with industry representatives and associations to explore opportunities for improving community outcomes.	Progressing ●...●	See page 20 to 41
<b>Generate a measurable, positive impact in the communities we serve.</b>	Engage with local communities through a community investment strategy that increases both our financial and in-kind contribution to local issues.	Progressing ●...●	See page 20 to 41
	Increase our investment in national harm minimisation and prevention initiatives.		

#### Key

- Planning Our plans to achieving this goal and commitments are being developed.
- ...● Progressing We have started working through the roadmap, and are on track to meeting milestones.
- ✓ Achieving We are on track to meeting our milestones and our 2030 goals.
- Off plan We are meeting some challenges which may require us to re-evaluate our timelines.

Appendix (continued)

Progress against our 2030 Sustainability Strategy

People

GOALS	COMMITMENT	PROGRESS TO 2030	REFERENCE
Create a safe, inclusive workplace where our teams are trained and empowered.	Scope, develop and embed a Group vision for reconciliation.	Off plan 	See page 44 to 53
	Achieve Board and senior leadership (levels 4-6) diversity balance of 40:40:20 and build a strong pipeline (level 3) of diverse leaders for the future.		
	By 2025, achieve Bronze Tier employer status and by 2030 achieve Gold Tier employer status, in the Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Inclusion Awards.		
	Close the gender pay gap to achieve pay equity in like-for-like roles.		
Respect and promote human rights and ethics in our operations and supply chain.	Maintain workplaces that place safety first by working to eliminate serious incidents and continue to provide the best care and response support.		
	Create a psychologically safe workplace, including being free from discrimination, harassment and bullying, and invest in our holistic wellbeing.		
	Maintain an effective Endeavour Group Responsible Sourcing Program to ensure our products and services are ethically produced and sourced, and our supply chains are free of modern slavery, forced labour and child exploitation.	Progressing 	See page 54 to 56
Respect our customers' privacy and acknowledge the importance of robust privacy principles and practices.	Build strong, mutually beneficial relationships with our suppliers by fostering trust, being transparent and engaging with them fairly and equitably.		
	Build and drive team awareness and capability around data privacy, data protection and cyber security, including mandatory Group-wide training.	Progressing 	See page 58 to 59
Respect our customers' privacy and acknowledge the importance of robust privacy principles and practices.	Continually review our privacy and data processes, identify opportunities for improvement and implement changes.		

Key

	Planning	Our plans to achieving this goal and commitments are being developed.
	Progressing	We have started working through the roadmap, and are on track to meeting milestones.
	Achieving	We are on track to meeting our milestones and our 2030 goals.
	Off plan	We are meeting some challenges which may require us to re-evaluate our timelines.

Appendix (continued)

Progress against our 2030 Sustainability Strategy

Planet

GOALS	COMMITMENT	PROGRESS TO 2030	REFERENCE
Demonstrate our commitment to addressing climate change and reducing our carbon footprint.	Develop a climate change strategy to guide us to actively reduce our environmental footprint and to assess and mitigate climate-related impact on our business.	Planning 	See page 62 to 71
	By 2030, source 100% renewable electricity to power our business.		
	By 2050, Endeavour Group will have net zero emissions. (Scope 1 and 2).		
Adopt and maintain sustainable practices in our use of natural resources.	Understand our water usage and improve efficiency levels of water usage at all Endeavour sites.	Progressing 	See page 72 to 73
	Conserve, enhance and create biodiversity areas in our vineyards and surrounding environments.		
	Preserve the soil and enhance fertility for long-term productivity through sustainable land management practices in our vineyards.		
Enhance the circularity of our products and our industry.	By 2025, ensure 100% of all Pinnacle Drinks Own Brand packaging is reusable, recyclable or compostable.	Planning 	See page 74 to 77
	By 2025, achieve an average 50% recycled content across all Pinnacle Drinks Own Brand packaging.		
	By 2025, ensure all paper and pulp-based Pinnacle Drinks Own Brand packaging is FSC or PEFC certified, and has a minimum 60% recycled content.		
	Reduce waste going to landfill in Retail and Hotels.		

Key

	Planning	Our plans to achieving this goal and commitments are being developed.
	Progressing	We have started working through the roadmap, and are on track to meeting milestones.
	Achieving	We are on track to meeting our milestones and our 2030 goals.
	Off plan	We are meeting some challenges which may require us to evaluate our timelines.

## Appendix (continued)

### Sustainability Metrics

#### Electricity Use (MWh)

DIVISION	2024	
	ELECTRICITY CONSUMED <sup>1</sup> MWh	ELECTRICITY GENERATED <sup>2</sup> MWh
ALH	178,540	4,052
BWS	158,512	1,352
Dan Murphy's	91,124	7,270
Pinnacle Drinks	10,883	2,015
Support offices, Warehouses	873	-
<b>Total</b>	<b>439,978</b>	<b>14,690</b>

1 Energy consumed is electricity sourced from the grid.

2 All electricity produced are from solar PV systems, and was used on-site.

#### Total Emissions (T CO<sub>2</sub>e)

DIVISION	SCOPE 1 <sup>1</sup> T CO <sub>2</sub> e	SCOPE 2 <sup>1</sup> T CO <sub>2</sub> e	SCOPE 3 <sup>2</sup> T CO <sub>2</sub> e
ALH	21,671	119,759	40,239
BWS	33,389	103,935	21,557
Dan Murphy's	12,648	61,925	9,301
Pinnacle Drinks	1,378	3,098	2,079
Support offices, Warehouses	7,461	660	234
<b>Total</b>	<b>76,546</b>	<b>289,378</b>	<b>75,207</b>

1 Refrigerant emissions was calculated base on the latest Global Warming Potentials (GWP) available. Refrigerants outside of those required under the NGER framework have been included for completeness. Scope 1 and 2 emissions from all other sources have been calculated in accordance with the NGER framework.

2 Scope 3 cover emissions from energy-related activities not included in Scope 1 and 2 as well as waste to landfill.

#### Waste (tonnes)

	TONNES
Tonnes of waste to landfill	23,365
Tonnes of waste (cardboard) diverted from landfill	11,087

### Workplace Metrics

#### Workplace metrics

We submit our people and workplace metrics to the Australian Gender Equality Agency in compliance with the *Workplace Gender Equality Act 2021*.

#### Freedom of association and collective bargaining

Our team members have the right to freedom of association and we have long-standing relationships with the unions that represent our teams.

#### Discrimination

We expect our employees to treat each other, our customers and our suppliers with respect and dignity. We train our employees on these expectations through our Code of Conduct.

#### Code of conduct, whistleblowing processes, political donations and anti-money laundering (AML) program

We expect our people to treat each other, our customers and our suppliers with respect and dignity. Our team members are expected to work in line with our Code of Conduct. Our whistleblowing process allows for our team, and anyone who works with us, to report issues confidentially. Our Fraud, Anti-Bribery and Corruption Policy, which can be found online, outlines how we manage political donations. We have a comprehensive AML/Counter Terrorism Financing Program in place. This program is independently reviewed biennially and regularly updated, and our team undergo extensive training to maintain their skills and knowledge.

## Appendix (continued)

### Glossary

TERM	MEANING
<b>Carbon dioxide equivalent (CO<sub>2</sub>e)</b>	A standard measure used to compare the emissions from various greenhouse gases based on their global warming potential.
<b>EBIT</b>	Earnings Before Interest and Tax - total earnings before provisions are deducted. This measures a company's performance and is often used in preference to net profit as it excludes the effects of borrowings and tax benefits and adjustments.
<b>Forest Stewardship Council (FSC)</b>	FSC is an independent, not-for-profit organisation which promotes responsible management of the world's forests. Refer to <a href="http://fsc.org">fsc.org</a> or <a href="http://fscaustralia.org.au">fscaustralia.org.au</a> .
<b>MWh</b>	A megawatt hour is a measure of electrical energy equivalent to a power consumption of 1,000 kilowatts for one hour.
<b>National Greenhouse and Energy Reporting Act 2007 (NGER)</b>	NGER establishes a national framework for Australian corporations to report greenhouse gas emissions, reductions, removals and offsets, and energy consumption and production. Refer to <a href="http://climatechange.gov.au/reporting/publications">climatechange.gov.au/reporting/publications</a> .
<b>Scope 1 emissions</b>	Direct greenhouse gas emissions from sources owned or controlled by the Company, such as combustion facilities (e.g. generators) and combustion of fuels in Company-owned or Company-controlled transport (e.g. cars and trucks).
<b>Scope 2 emissions</b>	Indirect greenhouse gas emissions from the generation of purchased electricity, heat, cooling or steam. Purchased electricity is defined as electricity that is bought or otherwise brought into the organisational boundary of the entity.
<b>Scope 3 emissions</b>	Other indirect greenhouse gas emissions that are a consequence of a company's activities, but that arise from sources that other entities own or control. Scope 3, like Scope 2, is a category of indirect emissions and covers all other indirect emissions from sources that are not owned or controlled by a company, but that occur as a result of its activities. Examples include emissions from waste disposal to landfill.
<b>Sustainable Development Goals (SDGs)</b>	17 global goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet.
<b>Total Recordable Injury (TRI) and Total Recordable Injury Frequency Rate (TRIFR)</b>	A Total Recordable Injury (TRI) is the sum of the total number of employee fatalities, lost time injuries, restricted work injuries or medical treatment injuries within a given period.  The formula for Total Recordable Injury Frequency Rate (TRIFR) is the addition of the number of fatalities, lost time injuries, restricted work injuries and medical treatment injuries in a 12-month period divided by hours worked in a 12-month period multiplied by 1,000,000.

## Appendix (continued)

## United Nations Global Compact Ten Principles

References to 2024 Sustainability Report, 2024 Modern Slavery Statement, Responsible Sourcing Program and any policies can be found at [www.endeavourgroup.com.au/sustainability](http://www.endeavourgroup.com.au/sustainability).

PRINCIPLES	REFERENCE
<b>Human Rights</b>	
Principle 1	Protection of Human Rights 2024 Sustainability Report page 54 2024 Modern Slavery Statement Responsible Sourcing Program
Principle 2	No Complicity in Human Rights Abuse 2024 Sustainability Report page 54 2024 Modern Slavery Statement Responsible Sourcing Program
<b>Labour</b>	
Principle 3	Freedom of Association and Collective Bargaining 2024 Sustainability Report page 54 2024 Modern Slavery Statement Responsible Sourcing Program
Principle 4	Elimination of Forced and Compulsory Labour 2024 Sustainability Report page 54 2024 Modern Slavery Statement Responsible Sourcing Program
Principle 5	Abolition of Child Labour 2024 Sustainability Report page 54 2024 Modern Slavery Statement Responsible Sourcing Program
Principle 6	Elimination of Discrimination 2024 Sustainability Report page 42 to 59 Diversity and Inclusion Policy Responsible Sourcing Policy
<b>Environment</b>	
Principle 7	Precautionary Approach We do not make any specific statement on precautionary principles, but commit to addressing our environmental risks including climate change – Sustainability Report page 60 to 77
Principle 8	Environmental Responsibility 2024 Sustainability Report page 60 to 77
Principle 9	Environmentally Friendly Technologies 2024 Sustainability Report page 60 to 77
<b>Anti-Corruption</b>	
Principle 10	Work against Corruption 2024 Sustainability Report Fraud, Anti-Bribery and Corruption Policy

## Appendix (continued)

## Global Reporting Initiative (GRI) content index

The report has been prepared with reference to the GRI standards.

The following table sets out our disclosures against the GRI standards including reference to relevant pages within this Report, to Endeavour Group's Annual Report 2024, Corporate Governance Statement 2024 and website ([www.endeavourgroup.com.au](http://www.endeavourgroup.com.au)).

GRI STANDARD	PAGE
<b>General Disclosures</b>	
2-1	Organizational details Page 2
2-2	Entities included in the organisation's sustainability reporting Page 2
2-3	Reporting period, frequency and contact point Page 2
2-4	Restatements of information Page 2
2-5	External assurance Page 78-80
2-6	Activities, value chain and other business relationships Page 6-9, Annual Report
2-7	Employees Page 42-59
2-8	Workers who are not employees Page 42-59
2-9	Governance structure and composition Page 16-17
2-10	Nomination and selection of the highest governance body Page 16-17
2-11	Chair of the highest governance body Page 16-17
2-12	Role of the highest governance body in overseeing the management of impacts Page 16-17
2-13	Delegation of responsibility for managing impacts Page 16-17
2-14	Role of the highest governance body in sustainability reporting Page 16-17
2-15	Conflicts of interest Page 16-17, Endeavour Group Website
2-16	Communication of critical concerns Page 16-17, Corporate Governance Statement
2-17	Collective knowledge of the highest governance body Annual Report
2-18	Evaluation of the performance of the highest governance body Annual Report
2-19	Remuneration policies Corporate Group website, Corporate Governance Statement
2-20	Process to determine remuneration Annual Report, Endeavour Group website

## Appendix (continued)

GRI STANDARD	PAGE
<b>General Disclosures (continued)</b>	
2-21 Annual total compensation ratio	Annual Report, Endeavour Group website
2-22 Statement on sustainable development strategy	Page 6-13
2-23 Policy commitments	Page 16
2-24 Embedding policy commitments	Page 16
2-25 Processes to remediate negative impacts	Page 16, 84, Corporate Governance Statement
2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance Statement
2-27 Compliance with laws and regulations	Annual Report, Corporate Governance Statement
2-28 Membership associations	Page 84
2-29 Approach to stakeholder engagement	Page 10-11
2-30 Collective bargaining agreements	Page 84
<b>Material Topics</b>	
3-1 Process to determine material topics	Page 10-13
3-2 List of material topics	Page 10-13
3-3 Management of material topics	Page 10-13
<b>Economic Performance</b>	
201-1 Direct economic value generated and distributed	Annual Report
201-2 Financial implications and other risks and opportunities due to climate change	Annual Report
201-3 Defined benefit plan obligations and other retirement plans	Annual Report
201-4 Financial assistance received from government	Annual Report
<b>Indirect Economic Impacts</b>	
203-1 Infrastructure investments and services supported	Page 8-9, Annual Report
203-2 Significant indirect economic impacts	Page 8-9, Annual Report

## Appendix (continued)

GRI STANDARD	PAGE
<b>Anti-corruption</b>	
205-1 Operations assessed for risks related to corruption	Page 84
<b>Anti Competitive Behaviour</b>	
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 84
<b>Tax</b>	
207-1 Approach to tax	Endeavour Group website
207-2 Tax governance, control, and risk management	Endeavour Group website
207-3 Stakeholder engagement and management of concerns related to tax	Endeavour Group website
207-4 Country-by-country reporting	Endeavour Group website
<b>Materials</b>	
301-3 Reclaimed products and their packaging materials	Page 74-77
<b>Energy</b>	
302-1 Energy consumption within the organisation	Page 69, 84
<b>Water and Effluents</b>	
303-1 Interactions with water as a shared resource	Page 72-73
303-2 Management of water discharge-related impacts	Page 72-73
<b>Emissions</b>	
305-1 Direct (Scope 1) GHG emissions	Page 69, 84
305-2 Energy indirect (Scope 2) GHG emissions	Page 69, 84
305-3 Other indirect (Scope 3) GHG emissions	Page 69, 70-71
<b>Waste</b>	
306-3 Waste generated	Page 76-77
306-4 Waste diverted from disposal	Page 76-77
306-5 Waste directed to disposal	Page 76-77

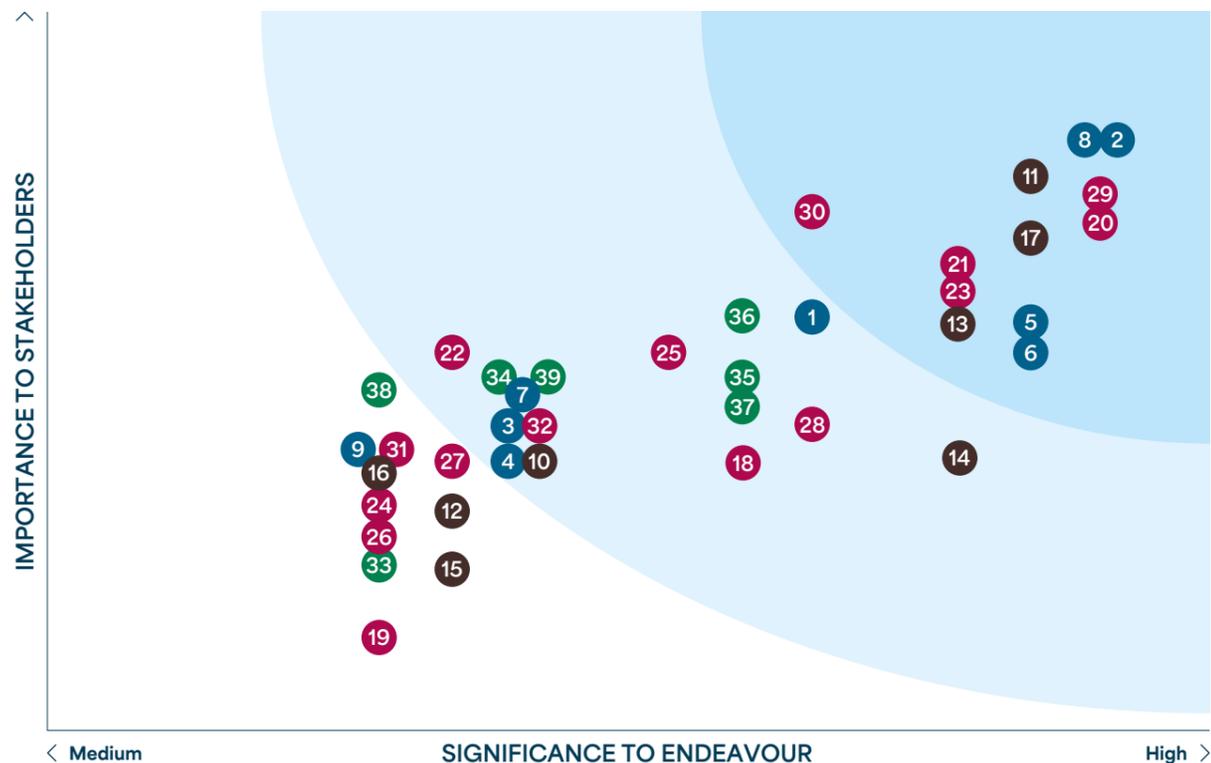
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GRI STANDARD	PAGE
<b>Labor/Management relations</b>	
We notify team members as soon as practicable, and in accordance with legislative requirements.	
402-1	Minimum notice periods regarding operational changes Page 84
<b>Occupational Health and Safety</b>	
403-1	Occupational health and safety management system Page 52-53
403-2	Hazard identification, risk assessment, and incident investigation Page 52-53
403-3	Occupational health services Page 52-53
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships Page 52-53
403-9	Work-related injuries Page 52-53
<b>Training and Education</b>	
404-2	Programs for upgrading employee skills and transition assistance programs Page 20-28, 44-59
405-1	Diversity of governance bodies and employees Page 16, Endeavour Group website
<b>Non-discrimination</b>	
406-1	Incidents of discrimination and corrective actions taken Page 84
<b>Freedom of Association and Collective Bargaining</b>	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk 2024 Modern Slavery Statement Page 84
<b>Child Labor</b>	
408-1	Operations and suppliers at significant risk for incidents of child labor 2024 Modern Slavery Statement
<b>Forced or Compulsory Labor</b>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor 2024 Modern Slavery Statement
<b>Local Communities</b>	
413-1	Operations with local community engagement, impact assessments, and development programs Page 18-41, 48-51
413-2	Operations with significant actual and potential negative impacts on local communities Page 18-41, 48-51

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GRI STANDARD	PAGE
<b>Supplier Social Assessment</b>	
414-1	New suppliers that were screened using social criteria 2024 Modern Slavery Statement
414-2	Negative social impacts in the supply chain and actions taken 2024 Modern Slavery Statement
<b>Public Policy</b>	
415-1	Political contributions Page 84
<b>Customer Health and Safety</b>	
416-1	Assessment of the health and safety impacts of product and service categories Page 22-33
<b>Marketing and Labelling</b>	
417-1	Requirements for product and service information and labelling Page 22-33

# Materiality Matrix



## Responsibility

- 1 Marketing and labelling
- 2 Regulatory and compliance
- 3 Responsible consumption messaging
- 4 Responsible gambling education
- 5 Responsible service of alcohol
- 6 Responsible marketing of gambling
- 7 Responsible sourcing
- 8 Privacy and cyber security
- 9 Product innovation

## Governance

- 10 Business purpose
- 11 Ethical behaviour
- 12 Employment and job creation
- 13 Quality of Board Directors
- 14 Responsible remuneration
- 15 Shareholder returns
- 16 Stakeholder engagement
- 17 Tax transparency

## People

- 18 Advancing reconciliation
- 19 Community investment
- 20 Customer data privacy
- 21 Customer health and safety
- 22 Diversity, equity and inclusion
- 23 Equal opportunity and non-discrimination
- 24 Freedom of association and collective bargaining
- 25 Human rights and labour practices
- 26 Supplier diversity
- 27 Supplier relations
- 28 Talent attraction and retention
- 29 Team health and safety
- 30 Team wellbeing
- 31 Training and development
- 32 Workforce practices

## Planet

- 33 Biodiversity
- 34 Circular solutions
- 35 Greenhouse gas emissions
- 36 Packaging
- 37 Renewable energy
- 38 Waste
- 39 Water stewardship

# Corporate directory

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