endeavour group



Creating
our positive imprint

Sustainability Report 2023

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Creating our positive imprint, together

We're passionate about 'creating a more sociable future, together'. We bring millions of people together every day to share moments with their loved ones. To reconnect with old friends and create memories with new ones.

Guided by our values, we're committed to doing this in an inclusive, responsible and sustainable way. We build communities and nurture partnerships. We come together to listen and learn, to show we care and understand, and to contribute to the communities we're a part of.

We take our commitments seriously and do the right thing, creating a better, brighter future, together with our people, partners and communities.

We create our positive imprint, together.

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 period of 1 July 2022 to 30 June 2023 (referred to as 'F23' in this Report). It should be read in conjunction with the Endeavour Group Annual Report for the financial year ended 25 June 2023, which provides a detailed overview of Endeavour Group's financial performance for the period 27 June 2022 to 25 June 2023.

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 2023.

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.

United Nations Global Compact

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, Kaurareg, Kuku Yalanji), 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 Action Plan 2022 artwork 'Celebration Place' by Riki Salam (Mualgal/Yalanji/Nagi Tahu), page 49.



A message from our Chairman and CEO

Committed to responsibility



Our purpose, 'creating a more sociable future, together' inspires us to keep people at the heart of everything we do, and the tomorrow we're helping to create top of mind. In uncertain times, when it's more important than ever for people to come together and connect, the work we do, and the way we do it, leaves a lasting imprint.

We consider everything we do through a lens of responsibility. Knowing we're responsible to our people, our communities, and to future generations, guides us to do the right thing each day, with them in mind, as we work to create a brighter, more socially connected future. Our sustainability strategy is our commitment to making sure the mark we leave is a positive one. It's grounded in our values, a detailed plan to not only create a positive, sustainable difference; but to do it responsibly, inclusively, and with care.

This year, we were energised by both the process and the results of our first extensive, independent materiality assessment. By listening to what's important to our people, customers, suppliers and our communities, we now better understand the areas we can make an impact, and the strategic goals to prioritise.

This work confirmed our focus on responsibility and compliance is the area where we can make the biggest social impact, and the strong foundation we need for the positive imprint we're creating. We spent the year embedding frameworks and controls to better support our regulatory obligations and drive a culture of responsibility: investing in and training our people, innovating in our operations, products and experiences and encouraging people to enjoy sociable moments responsibly. We also launched Player Protect, an evolution of our whole-of-business commitment to responsible gaming, which comes from a place of care for our communities.

We know our efforts are amplified when we work together, and this year we've sparked new collaborations and strengthened long-term partnerships to create connected, sustainable communities. GIVIT became our national charity partner and we continued our work in responsibility with experts and industry partners, including the Responsible Gambling Council of Canada, DrinkWise, and Alcohol and Other Drugs Services in communities across the country. Through our own Community Advisory Committee, we signed a landmark partnership with Larrakia Nation, signalling our long-term commitment to local engagement on community issues and positive change in Darwin, NT.

Our people continue to work as one team with a shared purpose, and are the driving force of the positive imprint we're creating in our stores, hotels, workplaces, supply chains and communities. We've been especially proud of the work this year towards inclusion, with the release of our Reflect Reconciliation Action Plan and our team's engagement towards the important work of lifting the voices of First Nations peoples in our own businesses and beyond.

Our people are the most important part of our business, and we consider getting them home safely at the end of each day our first priority. This year, we were devastated by the loss of one of our own, Declan Laverty, following a tragic incident at our BWS Airport Tavern Drive store in Darwin, NT. We provided support for Declan's family, friends and team, and our focus on protecting the safety of our people, our customers and our communities has never been more important.

Work continues to better understand the environmental impacts of our operations to inform our climate change strategy and action our progress towards decarbonisation. We have work to do, but we're committed to building climate resilience through innovation and driving efficiencies in our own operations, and working with our suppliers and partners to monitor and address priority areas in our industries.

This report shares what we've been up to this year, and the connections we've made between our strategy and the issues that matter most to our stakeholders. While we're proud of the progress we've made and the foundations we're building, there's been hurdles to jump and mistakes made on the way. We don't have all the answers yet. We're always learning and continuing to work towards better - listening, adapting, and refining our approach - as part of our commitment to create a brighter, more sociable future with our people, our partners and our communities.

We'll create our positive imprint together.

Peter R. Hearl
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, united 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

About us

We operate Australia's largest retail drinks network under the much-loved Dan Murphy's and BWS brands, and the largest portfolio of licensed hotels in communities across the country.

These have the support of the digital capabilities of endeavourX, and the product and services capabilities of Pinnacle Drinks and other specialty drinks businesses.

Our 30,000-strong team are united by and passionate about our purpose: 'creating a more sociable future, together'. Bringing people together is the best part of what we do, and we're committed to doing that responsibly, inclusively and with care. It's who we are.

Guided by the values and ways of working that connect every member of our team across all our brands and businesses, we're fiercely committed to doing the right thing. That is, building our business sustainably, acting responsibly, and working in partnership today to create a brighter tomorrow. Because a more sociable future can only be created together.





Our imprint

We use the mark left by the base of a bottle of wine on a coaster as a constant reminder of our imprint.

In creating a more sociable future, we help millions of people come together, every day, to enjoy moments with their loved ones, reconnect with old friends and create memories with new ones.

The way we help to create these moments matters. How we harvest our grapes, the labels we put on our bottles, the way we promote our drinks and experiences, how we train and support our team, work with our suppliers; and how we treat the people who help us bring our communities together.

The choices we make, and the actions we take, make an impact, and leave an imprint. In everything we do, we are thinking beyond today for our communities, our people and our planet.

We act responsibly, with care, and in partnership, because we want our imprint to be a lasting, positive one on all.

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 the 1,500+ communities we're in, customers, government and suppliers.

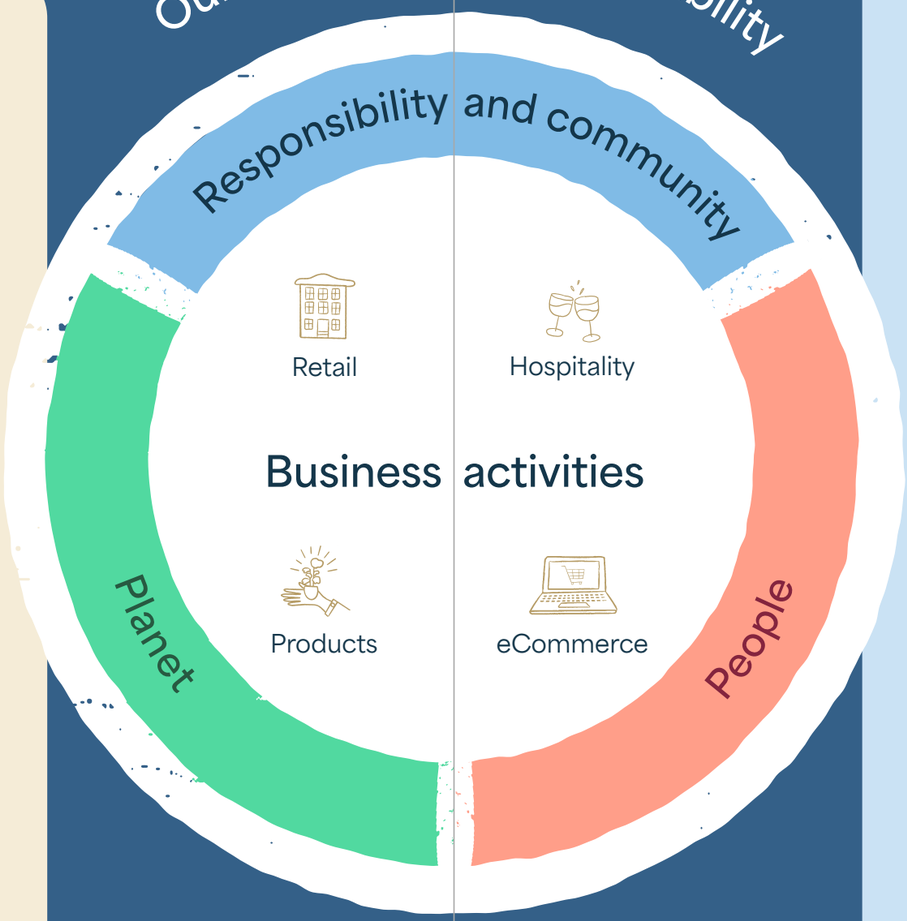
Natural and physical capital

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

41% women in senior management

76% Voice of team score

90% Team members trained in 'Leading in Responsibility'

Brand and product knowledge

5.2m My Dan's active members

300+ low and no alcohol range

2,000+ new products ranged

Community and relationships

$3.5m distributed to charities

$8.6b value spent with suppliers[1]

84% Voice of Supplier respondents recommend Endeavour as a strategic partner

Natural and physical capital

9,801 mwh solar generated

$352m value invested in redevelopments, Pinnacle and network expansion, renewals and optimisation[1]

8 sites now sustainable wine growing Australia certified

Financial

$4.1b value distributed to the team, lenders government, shareholders and reinvested in the business[1]

$1.0b Group earnings before interest and tax[1]

29.5c earnings per share[1]

1 For the period 27 June 2022 to 25 June 2023.

Early days in sustainability

OCTOBER 2021

Our first Sustainability Strategy

JULY 2021

Demerged

MARCH 2022

Established Darwin Community Advisory Committee

JULY 2022

Training more than 1,000 team members in our new tool to support our customers

See page 28

Rollout of Focal ALeRT BETTOR system

OCTOBER 2022

Launched Reflect Reconciliation Action Plan

AUGUST 2022

First independent Sustainability Report and Modern Slavery Statement released

DECEMBER 2022

Co-hosted a specially created community event in Karratha "Let's talk about moderation"

See page 27

Moderation

FEBRUARY 2023

Celebrated Pride month with the launch of our Loud and Proud range

See page 46

Celebrated Pride

FEBRUARY 2023

Engaging and listening to our wine growers

Addressing responsible sourcing and modern slavery risks in the industry through connection

See page 54

MARCH 2023

GIVIT partnership

APRIL 2023

First formal independent materiality assessment completed

See page 14

Materiality assessment

JUNE 2023

New landmark partnership signals long-term commitment to local engagement and positive change in Darwin

See page 36

Larrakia Nation partnership

JUNE 2023

Launch Player Protect

An evolution of our approach to Responsible Service of Gambling

See page 28

Our approach

We care about creating a more sociable future together in a sustainable way. We approach sustainability the way we address all challenges, guided by our values: we're real, we're inclusive, and we're responsible. We take it seriously and we do the right thing.

The guiding principles, goals and commitments of our Sustainability Strategy keep us focused on the lasting imprint we are creating for our people, our communities and our planet. We know the strategy is just the start. We're all about constant listening, learning and finding ways we can improve and do better. The findings of our first independent materiality assessment will help us to better align and prioritise what's important to our business with what's important to our stakeholders.

We're connecting the dots to see where we can make the greatest impact, which may evolve the prioritisation, resourcing and reporting approach in the coming years. We know that a strong foundation is key to building our business sustainably. We're growing our team, strengthening compliance across our operations and putting frameworks and governance in place to manage risks, priorities and challenges in our businesses. Our commitment to creating a better future will always go beyond reportable disclosures, regulatory obligations and reputational initiatives. These commitments reflect our culture of care for our communities, for each other and for the environment.

Our sustainability strategy

Principle	Goal	Aligned UN SDG
Responsibility and Community Advocating responsible choices and supporting positive change in our communities	**1.** Demonstrate leadership in the responsible service of alcohol and gambling. **2.** Enable customers to make informed decisions about our products and services to encourage responsible consumption. **3.** Partner with experts to identify potential strategies to address alcohol and gambling related harm in the community. **4.** Collaborate to pursue leading standards for our industries. **5.** Generate a measurable, positive impact in the communities we serve.	
People Championing individuality, human and personal rights	**6.** Create a safe, inclusive workplace where our teams are trained and empowered. **7.** Respect and promote human rights and ethics in our operations and supply chain. **8.** Respect our customers' privacy and acknowledge the importance of robust privacy principles and practices.	
Planet Reducing our impact on the planet	**9.** Demonstrate our commitment to addressing climate change and reducing our carbon footprint. **10.** Adopt and maintain sustainable practices in our use of natural resources. **11.** Enhance the circularity of our products and our industry.	

For more details about our strategy, please visit www.endeavourgroup.com.au/sustainability.

Our culture of learning

As we work through the issues that matter most, we're taking the time to listen, learn and understand.



We're creating connections

and joining the dots between what matters to our stakeholders and where we can make the greatest impact.



We're working in partnership

with our communities, our industry partners, and experts in the areas we want to make sustainable change.



We're open

to new ideas, to trying different things, to working together, to evolving our approach.

As always, a test-and-learn approach applies to our entire strategy:

Trial

Pilot initiatives, generate data-driven insights and monitor other markets.

Learn

Conduct ongoing research and leverage learnings from ours and others' initiatives, particularly in responsible service, to inform our approach.

Test

Continue testing our approach with key stakeholders to incorporate their feedback.

Evolve

Evolve our strategy based on learnings. We expect to continue clarifying our strategy as we better understand how to maximise our impact.

Our global context

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

We have realigned the SDGs against our commitments focusing on those where we have the biggest impact.

Our reporting

Since releasing our first independent Sustainability Report last year, we've focused on better resourcing, aligning our people and our systems to improve our data capture and collection; and in turn, drive better rigour and clarity in our reporting.

This year, we've increased the transparency in our reporting in line with our progress and performance. This report reflects our priorities, our progress against our initiatives, and some of the hurdles we've faced so far. With the added insights of our materiality assessment, this report connects what we're doing with what our stakeholders expect us to be focused on, and where we think we will have the biggest impact.

Above and beyond reportable disclosures, our governance and risk management processes rely on continuous monitoring and reporting of non-financial risks across the organisation, 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/external audits and reviews, and more.

This Report has been prepared with relevance to the Global Reporting Initiative Standard (GRI), with consideration to relevant reporting standards including the Taskforce on Climate Related Financial Disclosures (TCFD) and United Nations Global Compact. We plan to progressively increase our alignment and compliance with these reporting standards over time alongside those issued by the International Sustainability Standards Board, and continue to review our stakeholder expectations in relation to ESG reporting.

Our material topics

We know to make a real, sustainable difference in the issues that matter to our people, our stakeholders and our communities, we first need to understand their views. By listening to what's important to our stakeholders, and to our business, we better understand the areas we can make a positive impact.

In F23, we undertook our first formal independent materiality assessment to identify and prioritise our most material environmental, social and governance (ESG) issues and opportunities. This broad-ranged and far-reaching assessment, conducted by independent agency Q Social Impact, included formal interviews and consultations, an extensive online survey, a review of emerging sustainability trends and ESG disclosures.

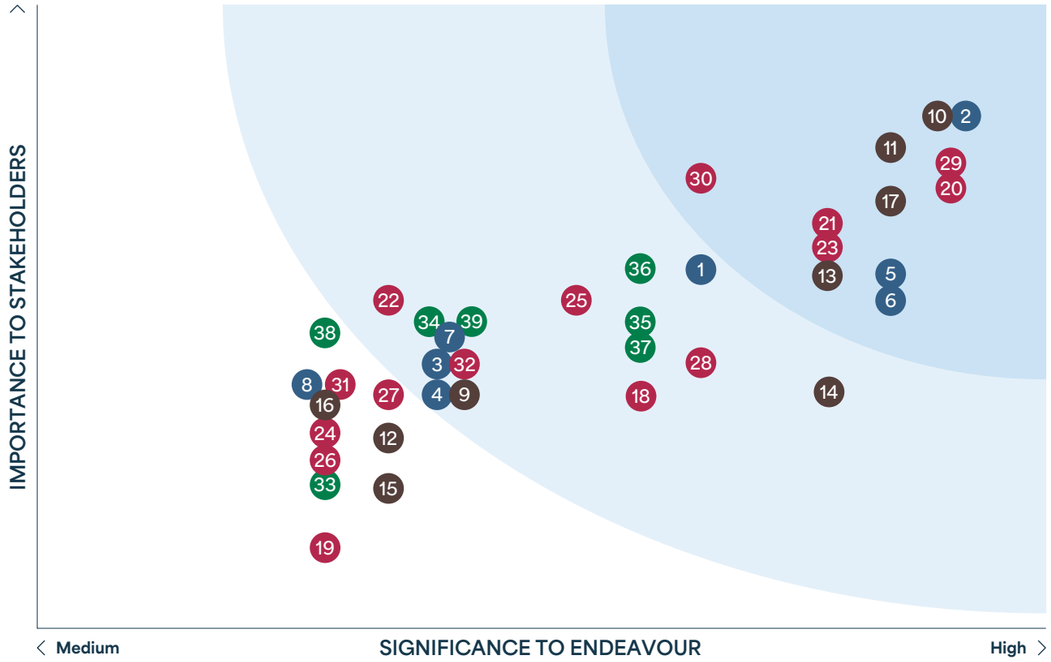
The consultation process included interviews with more than 70 stakeholders, including investors, lenders, regulators, suppliers, community partners, unions and our 16 internal leaders. These in-depth interviews covered more than 30 environmental, social and governance topics, based on the global ESG disclosure requirements of the GRI standard, WEF-IBC Stakeholder Capitalism Metrics framework, ASX Corporate Governance Principles, industry based Sustainability Accounting Standards Board (SASB) Standards and Australian regulatory requirements for the liquor and gaming industries. Stakeholders were asked for their insights on our approach to these topics, as well as the impact we have on the environment and society.

A diverse group of more than 2,000 additional stakeholders were then surveyed to clarify and test themes arising from the consultation process. This allowed us to include the perspectives of our team and external stakeholders as we refine our list of material topics.

The findings were then validated, prioritised and mapped against our disclosure requirements, our internal risk profiling, policies, strategies, sustainability commitments and areas of impact.

Our material topics have been included in a matrix on page 15, indicating the areas of significance for both Endeavour and our stakeholders. While the core set of sustainability issues and opportunities we identified in our 2021 strategy hasn't changed significantly, in some cases, such as Responsibility and Community, prioritisation of certain issues has been elevated.

These findings support clearer alignment and integration of our material sustainability issues into our business strategy and decision making. The assessment will also inform the evolution of our sustainability strategy, the actions we take and how we report our progress.



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

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

In our first formal, independent materiality assessment, the following topics were identified and grouped into four key themes, reflected in the table below. The order of themes and topics below does not equate to the importance of the issues or how we prioritise our actions to address them.

Key themes	Material GRI topics	Our approach to key stakeholder insights
 **Responsibility** Committed to responsibility with compliance at our core	• Marketing and labelling • Regulatory and compliance • Responsible consumption messaging • Responsible gambling education • Responsible service of alcohol • Responsible marketing of gambling • Responsible sourcing • Privacy and cyber security • Product innovation	We have an ongoing role to play in delivering products and services that strongly adhere to our high standards of responsible service and responsible gambling protocols. Our stakeholders consider this to be an area where Endeavour can further shape industry standards, given our national footprint. Many stakeholders also see the need for messages of moderation to be communicated to the Australian public. We've already been working in this space, through brand marketing, community and major events and also extending our range of low and no alcohol products. Privacy is growing in importance for all stakeholders, including customers. We remain vigilant on the issue and have increased capability to address this risk. As our business grows and matures, our compliance capability must also increase, so that risks are mitigated across the retail and hotel businesses. Central to this focus is our commitment to supporting our people with responsible service of gambling technology to facilitate stronger levels of compliance. There's more information on the work we've done this year on pages 22-41.
 **Governance** Engagement and disclosure	• Business purpose • Ethical behaviour • Stakeholder engagement • Responsible remuneration • Shareholder returns • Tax transparency	Our stakeholders agree that maintaining responsible conduct and a strong regulatory compliance record is a core requirement for Endeavour. To this end, we will continue to work with our industry counterparts to ensure all stakeholders have what they need to make informed decisions. We intend to continuously engage with our stakeholders, understand the changing environment and address issues as they occur. There's more information on the work we've done this year on pages 12-19.

Key themes	Material GRI topics	Our approach to key stakeholder insights
 **Community and team** Caring and creating a safe and inclusive environment for our team, customers, suppliers partners and community	• Advancing reconciliation • Community investment • Customer health and safety • Diversity, equity and inclusion • Human Rights and labour practices • Supplier diversity and relations • Talent attraction and retention • Team wellbeing, health and safety	We are committed to supporting our people and those who interact with our products and business, including contractors and suppliers, customers and community. Team safety and wellbeing is an area of heightened focus for Endeavour, as is striving for a diverse and inclusive workplace to attract and retain talent. To ensure a safe workplace 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. As our business matures and grows, so too will our commitment to community engagement and advancing the rights of First Nations peoples. This coming year, we will continue to shape our community investment strategy and work towards the actions set out in our first Reflect Reconciliation Action Plan. There's more information on the work we've done this year on pages 42-59.
 **Care for the planet** Collaborating with stakeholders on climate, nature and circular solutions	• Biodiversity • Circular solutions • Greenhouse gas emissions • Packaging and waste • Renewable energy • Water stewardship	Our commitment to emissions reduction remains steadfast and we will have a greater focus on increasing uptake of renewable energy sources. In the coming year, we will assess supplier capabilities in relation to carbon emissions tracking and provide support where possible to ensure more fulsome disclosures across Scope 3 emissions. We'll look to increase our opportunities for collaboration with key suppliers to introduce enhanced circular packaging and waste solutions. Biodiversity and water stewardship are areas where Endeavour has an active role to play. In the coming year, our team will continue to monitor sites for water use and soil health, in preparation for reporting on any nature-related risks. There's more information on the work we've done this year on pages 60-73.

Our governance

We know that to create lasting, long-term value for our shareholders, and meet the expectations of our stakeholders, a connected and coordinated approach to driving our sustainability priorities is key.

Since the release of our Sustainability Strategy in October 2021, we've continued to grow our team, improve our data collection and strengthen our governance to monitor progress against our commitments.

Because sustainability is important to our business, the Endeavour Group Board is responsible for and has direct oversight of our sustainability strategy. The Board approved and endorsed the evolution of our strategy in F23, including our evolved sustainability framework, and the strategic goals and commitments; and related policies, procedures, standards and statements in it.

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

Key policies and standards

- Corporate Governance Statement
- Code of Conduct
- Fraud, Anti-Bribery and Corruption Policy
- Whistleblower Policy
- Responsible Sourcing Policy
- Responsible Sourcing Guidelines
- Diversity and Inclusion Policy
- Privacy Policy
- Online Alcohol Sale and Delivery Code of Conduct
- Secondary Supply Policy
- Responsible Gaming Charter

Our CEO and Executive Committee are responsible for managing the strategy, including each goal and commitments 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.

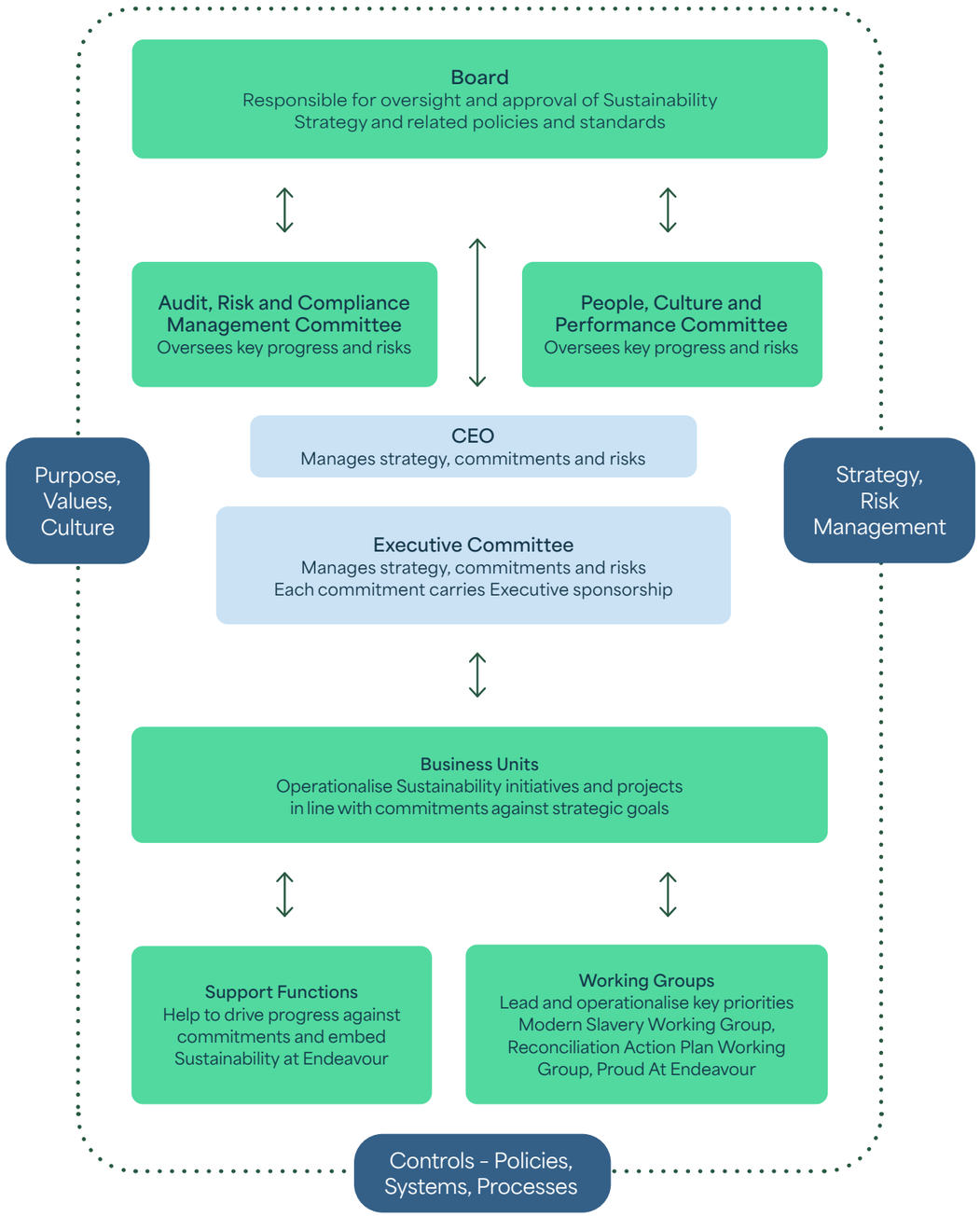
Business units are responsible for operationalising sustainability initiatives with the support of cross-functional sustainability teams and Working Groups focused on execution. Highlights, risks and progress against sustainability metrics are reported to the Board each quarter.

A remuneration framework for eligible Endeavour Group team members and executives includes a combination of Short Term Incentive (STI) and Long Term Incentives (LTI) measures based on sustainability goals. The STI is assessed individually on a team member's performance against Endeavour'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 F23 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.

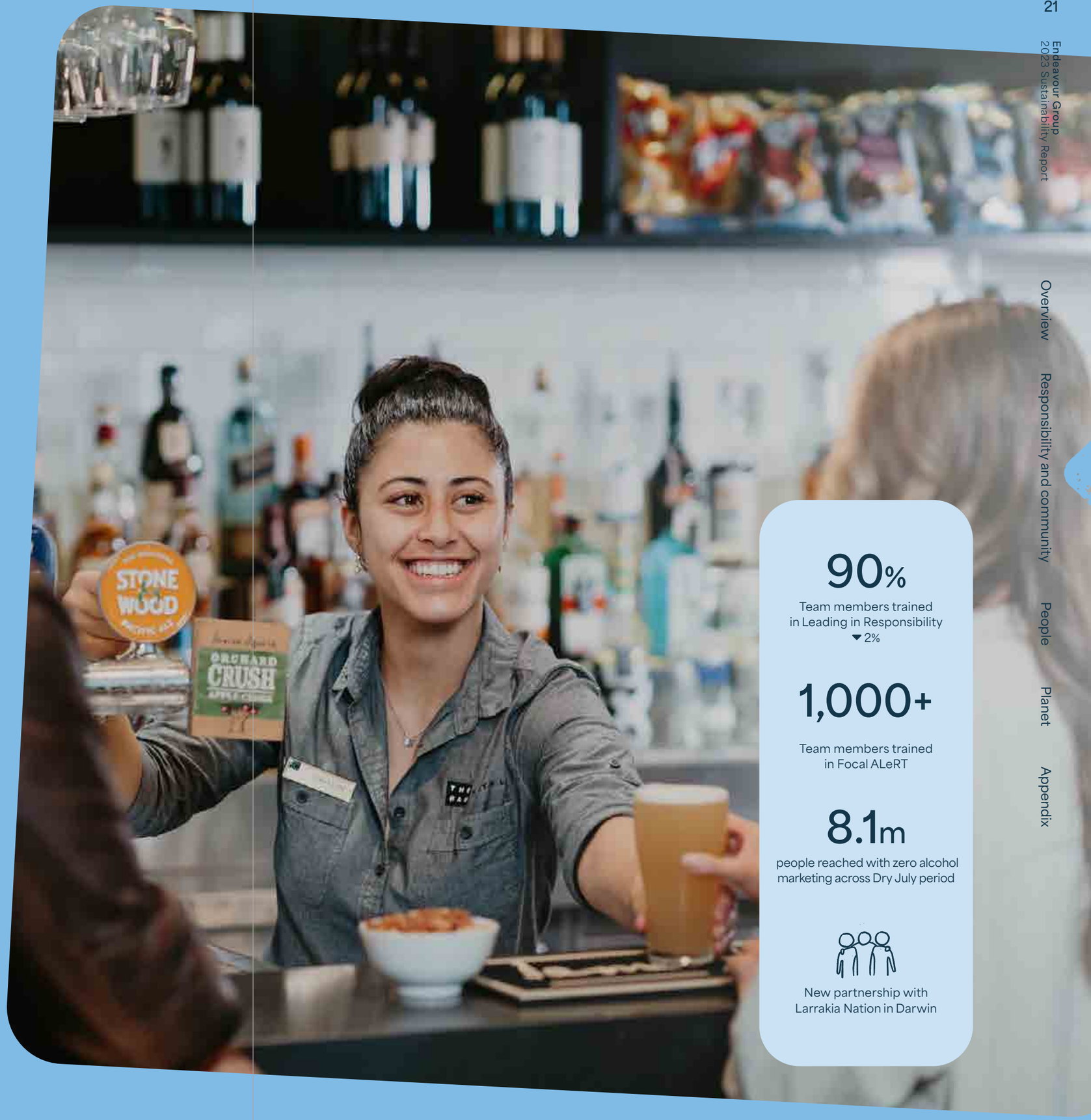
Our sustainability governance framework



Responsibility and community

Advocating 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 hotels in our communities. It's so important to us, we're committed to creating a culture of responsibility - with compliance at our core.



90%
Team members trained in Leading in Responsibility
▼2%

1,000+
Team members trained in Focal ALeRT

8.1m
people reached with zero alcohol marketing across Dry July period

New partnership with Larrakia Nation in Darwin

Responsibility and community

We're creating a culture of responsibility, with compliance at our core.



Our commitment to responsibility is guided by our values, and goes beyond meeting our regulatory obligations in service and marketing. It's in our ways of working, it drives the decisions we make, the actions we take, and the conversations our people have with millions of customers in more than 1,500 communities, every day of the week.

We're committed to strengthening our responsibility culture and driving compliance through every part of our operations, from our retail stores to our hotels, our vineyards to our bottling facilities and support offices and everywhere in between.

Because it's so important to us, we're investing in people, processes and systems to continuously improve. We are getting our foundations right, and embedding the frameworks and controls to better support our regulatory obligations and drive responsibility values in our operations. Our stakeholders expect it, our customers deserve it, and we're confident that this is the area we can make the biggest impact in our communities. We know our national footprint and scale positions us well to lead by example and drive meaningful, sustainable change.

This year, we have grown our team and upweighted our resources to help drive our responsibility and compliance strategy. In Hotels, we appointed a Compliance Manager and have recruited Compliance Specialists this year, with coverage of each State and Territory.

We know compliance is not the responsibility of one person, or one team; it's a shared culture of accountability. That's why we have also extended the governance and oversight of our Responsibility and community initiatives, with Executive Leadership sponsorship and quarterly reporting provided to Board and Executive Committees.

This is a priority for us, and all our stakeholders, as identified in our materiality assessment. We plan to evolve the way we approach and report against the goals and commitments in our 2021 Strategy. While the spirit and targets of our sustainability commitments remain, we will direct our focus and resourcing towards:

Responsible operations

The internal programs, control measures and research projects which guide our decision making and check compliance in responsible service of alcohol and gambling.

Promoting responsibility

External initiatives which educate, advocate and encourage personal responsibility, choice and moderation.

Community engagement

Local stakeholder engagement and collaboration to drive relevant, meaningful and sustainable change in partnership with our communities.

Our test-and-learn approach applies to our entire strategy, and even more so in responsibility and community. We continue to pilot initiatives, generate insights and work with key stakeholders to help inform, test, measure and evolve our approach.

Goal 1

Our responsibility

To show our commitment to responsibility, we're strengthening our compliance to meet our regulatory obligations and extending and improving our voluntary programs and initiatives designed to reduce and prevent harm. We know it's not just about responsible service. It's everything we do, every day, to create a positive imprint.

Creating our responsibility culture

Our 30,000-strong team is our front line in responsibility.

Whether they work in customer service or not, it's important that each person who works at Endeavour shares a common understanding of the culture of responsibility we are building, and respect for what it means to be a leader in responsibility.

Our very own *Leading in Responsibility* program is now embedded in each team member's induction and onboarding, and covers Endeavour's commitment to responsible service and gambling. In less than 18 months since *Leading in Responsibility* was developed and launched, 90% of our team have been through the program, which encourages each person to consider their role in making sure the impact we have on our communities is a positive one.

Leading in Responsibility isn't a legal requirement and goes above and beyond our compliance certifications, helping to drive a culture of responsibility at every level of our business.

Our frontline team members in Retail and Hotels are trained and certified in *Responsible Service of Alcohol* and *Responsible Service of Gambling* in line with State regulations. Training modules 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. We also maintain compliance with State-based responsible service requirements and regulations relating to responsible promotion, signage requirements and local Liquor Accords.

We've continued the roll-out of additional training modules for our Hotels team. More than 1,600 team members have now completed our industry-leading *Responsible Service of Gambling* 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.



Over 340 managers and gaming hosts have also taken part in our specially developed *Advanced Responsible Service of Gambling*, a face-to-face workshop providing more practical and in-depth training around customer interactions. These additional programs also 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.

"Our responsibility culture is much more than how our people interact with our customers in our stores and our hotels. It drives all our decisions, all our actions and the way we behave each day to make a positive impact in our communities."

Steve Donohue
CEO and Managing Director, Endeavour



Can I see your ID?

We want to do everything in our control to make sure our products only end up in the hands of people old enough to enjoy them responsibly. That's why we have a range of policies, procedures and awareness campaigns to prevent minors from accessing alcohol.

Our point-of-sale initiative, ID25, supports our team members to screen a wider range of customers for identification to confirm only people over the age of 18 are provided service. Team members are trained to ask for identification prior to point of sale if a customer looks under the age of 25 and service is refused to any customer in school uniform or unable to produce identification.

The ID25 Mystery Shop program checks compliance with this initiative at all BWS and Dan Murphy's stores nationally, as well as across our online and delivery businesses. Every BWS store is tested quarterly, and Dan Murphy's stores are tested every six weeks.

We take ID25 compliance seriously and we support our Team to understand the importance and practical application of the policy. In the instance a failure to check arises, 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 a person aged under 25 hasn't been asked for ID during the Mystery Shop period.

We have a continued focus on growing compliance in this space, with an ID25 Steering Committee meeting regularly to track performance, review processes and training rates, and approve new initiatives to drive effectiveness.

Responsible delivery

We're continually improving our responsible service policies and processes to ensure they stay relevant to the way customers are interacting with our products and services.

In response to growth in online retail and alcohol delivery platforms, we've developed our own Online and Delivery Code, which sets out our commitment to provide the safest, most secure and responsible way to deliver alcohol products. The code is a set of principles to guide our compliance efforts, our commitment to continuous improvement; and it details the measures we'll take to assess the effectiveness of our actions.

In F23, we've maintained our compliance with the Retail Drinks Australia Online Code of Conduct, which was first published in 2019. We're also a member of the Retail Drinks Australia Code Administration Committee, which reviews the Code regularly to ensure it continues to remain relevant given evolving community expectations.

"As a foundation signatory to our industry-first and globally recognised Online Code, Endeavour is committed to enhancing compliance in the responsible online sale and delivery of alcohol," said Michael Waters, CEO Retail Drinks Australia. "We look forward to continuing to work collaboratively to ensure our sector is responsibly promoting, selling and supplying alcohol beverage products."

In F23, we also recognised an opportunity to improve our self-exclusion process for our online and delivery services. We want to make sure it's clear and easy for our customers to regulate or restrict themselves from our services if they decide to; so we've improved not only the branding and visibility of self exclusion services across all of our Retail websites, but also streamlined how those requests are processed and how they work at our end.

We recognise the risk of intoxicated or underage service that exists in the online and delivery channels, and we'll continue to monitor the effectiveness of these changes as part of our commitment to being a responsible retailer.

Goal 2

Promoting responsibility

Our role in bringing people together in more enjoyable, more memorable ways includes a commitment to promoting responsibility. We're giving people more opportunities to make informed decisions by offering better choices across our products, services and experiences, and creating new moments to talk about moderation.

Responsible drinking training

Personal responsibility starts with us. We want to make sure our people understand what responsible consumption looks like in their own lives, and know where to turn if they have trouble moderating.

In F23, we built a dedicated new Responsible Drinking training program for our team, utilising the advice, tips and learning tools that DrinkWise have developed for Australian consumers.

The simple module covers the principles of moderation, including information on standard drinks and safe drinking guidelines; and covers factors that can lead to problem consumption, and warning signs of misuse and harm.

There are practical tools to help people assess and manage their own consumption, as well as find support for problematic or risky drinking behaviours.

"Our people work around and with alcohol each day, so it's important to reflect on the potential risks problem drinking could pose, and give our team the information to help make responsible choices," said Justin Rossiter, Head of Safety and Wellbeing at Endeavour. "We also included simple, practical guidance to help our people start a conversation with their team mates, friends or family members who may need support to manage their own drinking."

More than 24,500 team members have completed Responsible Drinking Training since its launch six months ago. Endeavour is a funding and working partner of DrinkWise, an independent, not-for-profit organisation whose primary focus is to help bring about a healthier and safer drinking culture in Australia.



"Responsible Drinking training helps Endeavour team members to reflect on their personal drinking behaviours and, importantly, understand ways to moderate their consumption or access support services if further advice is required."

Simon Strahan
CEO, DrinkWise



Something for everyone

With more than 300 low and no alcohol products in the Endeavour range, it's never been easier for our customers to choose moderation. We aim for Australia's best selection of options in quality zero, low and mid-strength products, offering people better incentive and more choice in helping lower their alcohol consumption.

Building on the 2022 success of our first non-alcoholic drinks pop-up bar, Zero% by Dan Murphy's, we've extended the Zero% concept in F23 to new markets and platforms, encouraging trial and awareness of low and no alcohol drinks and positioning Dan Murphy's as the place to go if you want options in moderation.

During the Dry July in 2022, we reached more than 8.1 million people with zero and low alcohol products and options, resulting in a 19% sales uplift in the category.

We've also been exploring the potential of the category in providing options for Australians to moderate at major events. Zero% by Dan Murphy's pop-ups served more than 4,000 free non-alcoholic cocktails at the Midsumma Festival in Melbourne, and featured at the Night Noodle Market events in Sydney, Brisbane and Melbourne, which attract around 850,000 people annually. These branded activations provide a great opportunity to shift consumer attitudes toward the category, and put great tasting, alcohol-free options front and centre of major events, encouraging people to celebrate responsibly.

We're increasing the prominence and visibility of low and no alcohol categories through our marketing communications, with Zero% content integrated into our key trading period campaigns in-store and online, including the Dan's Daily marketing communications. This marketing is focused on category exposure and encouraging trial: educating customers on trending low and no alcohol cocktails, drinks for entertaining and product reviews. We've also included a Zero% searchable category on the Dan Murphy's homepage, to make it easy for our customers to find low and no alcohol options.

Let's Talk About Moderation

When it comes to promoting moderation in the community, we know our impact is greater when we work together.

In December 2022, we partnered with Yaandina Community Services in Roeburn, WA, to host a specially created community event in Karratha: 'Let's Talk About Moderation'.

Designed to promote moderation in the Pilbara, while learning from and connecting with experts in the Alcohol and Other Drugs services space, the event attracted 30 leaders from across the region including mental health experts and community groups. The event featured interactive, informative discussions about the principles of safe drinking while showcasing the growing range of low and no alcohol products available in BWS Karratha.

"It's great to have conversations about safe and responsible drinking with local community groups and harm minimisation experts," said Tim Niikkula, BWS Area Manager. "We are always looking to trial and test real, positive actions and events to benefit not only our customers, but our community as a whole."

Based on the success of Let's Talk About Moderation, similar initiatives are being considered in other parts of the country.

We'll continue to work with experts in the Alcohol and Other Drugs services space in an effort to better learn, connect and understand the positive impact we can make.



30 leaders from the Pilbara region attended the 'Let's Talk About Moderation' event co-hosted with Yaandina Community Services in Roeburn, WA



Always respect, always DrinkWise

We were proud to be one of the major supporters of 'Always respect, always DrinkWise' during the 2023 State of Origin Series. The campaign focused on encouraging moderation and promoting respect for each other during major sporting events and had the support of various State Governments and Police Services.

Our footprint places us well to play a positive role in promoting respect at the point of purchase and at the pub. Campaign signage appeared across 94 stores and venues across SA, NSW and QLD, and on retail screens across the east coast in the lead-up to each game.

We'll continue our work with DrinkWise in promoting positive messaging around responsible consumption through F24 and beyond, in an effort to leave a positive imprint in our community.

Responsible service of gambling

Gaming is a form of social entertainment, and we want it to stay that way. We're committed to helping our guests enjoy gaming responsibly, and continuous improvement is a key driver underpinning everything we do.

This year, we launched Player Protect, an evolution of our approach to responsible service of gambling (RSG) across our pubs Australia-wide which reflects our long-term commitments from a strategic, governance and operational level. Player Protect comes from a place of care for our communities, and captures everything we do to promote and facilitate responsible gambling, from our in-venue policies, to the education and training we provide our people, and the support we provide for players with information, education and care programs.

We know that our licences are a privilege, not a right, and that compliance with our obligations is critical. We also know that with a large workforce and footprint, we may not always get everything right, every time. We'll continue to hold ourselves to the highest standards and work with regulators, governments and experts to not only meet, but exceed our regulatory requirements.

Independent review

Our focus on continuous improvement 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.

So far, these independent reviews have led to:

1. Enhanced training programs to assist the gambling team with customer care;
2. Promoting voluntary pre-commitment and setting limits for our customers;
3. Enhancements to privacy training and procedures;
4. Stopping the service of complimentary alcohol in gaming rooms; and
5. Embedding a whistleblower platform to identify any issues across the business.

In F23, we've continued our focus on training and education, initiatives to increase our compliance and our internal controls environment and how we can best monitor for potential harm.

We've created a dedicated compliance and assurance team, employing specialists across all States and Territories, with senior management oversight. We've also invested in developing a new and enhanced training RSG program with the Responsible Gambling Council of Canada (RGCC), which 3,000 of our team members have completed.

To help our players keep their gaming entertaining and responsible, we continue to invest in, trial and develop new technologies and collaborate with companies specialised in the responsible service of gambling.

Facial Recognition Technology

We're partnering with our Facial Recognition Technology (FRT) provider in 37 of our venues in South Australia, and with VixVision, who will assist us with a FRT back-of-house trial at three venues in Queensland, and work with the Queensland Government in a trial of FRT in a live environment.

Focal ALeRT BETTOR

Our data monitoring and risk management system, Focal ALeRT BETTOR, is now up and running in VIC, NSW, QLD and the NT. Extensive training has been provided to 1,000 team members, to enable use of the new system in addition to existing advanced training. The technology assesses patrons' game play, looking for early signs of potentially problematic behaviour. The team is then able to engage even earlier with players. ALH is the first Australian operator to use the technology, with more than 2,000 interactions initiated from the system so far.

Voluntary Pre-Commitment (VPC)

Across our Hotels nationally, we provide a range of services to assist patrons moderate, including self exclusion and our Voluntary Pre-Commitment (VPC) program. VPC is a carded play system that allows guests to preset their time and play limits. Responsible gambling information, resources and support services are also included on log-in. We support our team with additional training to help communicate the benefits and mechanics of this program with our customers.

Trialling new technology

In F24, we intend to trial a digital wallet solution at the Crows Nest Hotel, in conjunction with Light & Wonder, the University of Sydney and Liquor and Gaming NSW. Data from this trial is expected to inform better harm minimisation practices.

Player Protect

Our responsible gambling commitment

A whole-of-business commitment to responsibility

- Board-endorsed Endeavour Group sustainability strategy and reporting
- Responsibility metrics form part of management performance evaluation

Responsibility as a key pillar of strategy

- Responsibility and compliance are central to our sustainability strategy
- Regular review of performance on responsibility commitments at venues and head office

Team education and training programs

- Ongoing tracking of team certification
- 3,500+ of our team completed RSG training
- 550+ of our team completed additional advanced RSG training
- 1,000+ of our team trained in Focal ALeRT

Player welfare and care

- Every venue monitored by a Responsible Gaming Officer
- Pastoral care programs
- Self-exclusion process
- Voluntary pre-commitment

Data monitoring and use of analytics

- Focal ALeRT BETTOR implemented
- Using data analysis to identify indicators of potential problem gambling behaviours
- Oversight of Players of Interest

Compliance and assurance program

- Responsible Gambling Council of Canada conducts full audit of our gaming operations every two years
- Experienced compliance and assurance function

Regulatory reporting and engagement

- Play an active role in advisory bodies, councils and committees
- Support State Government regulatory bodies
- Support and implement government trials

A commitment to innovation

- Early implementation of ALeRT system
- Trialling a digital gaming wallet in F24
- Progressing multi-State trial of facial recognition technology
- Requested participation in a trial of cashless gaming in conjunction with NSW Government

A FOCUS ON CONTINUOUS IMPROVEMENT

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

Responsible retail and marketing

A number of voluntary and regulatory codes help govern responsible conduct in our industry. This includes everything from the online sale and delivery of alcohol, standards for the service of gambling and alcohol advertising.

Endeavour is the nation's largest user of the Alcohol Beverages Advertising Code's pre-vetting service, and our ongoing compliance ensures we not only meet community expectations when it comes to the promotion of our products, but that we are actively promoting messages of responsible consumption.

In F23, two complaints were upheld against Endeavour for breaching the Code.

An Instagram post based on user generated content, and a message on a chalkboard out the front of one of our stores, were both deemed to have contained messages outside the accepted standards of responsible consumption. At Endeavour, we hold ourselves to a higher standard, which is why we work with all our team, particularly store managers and those marketing our products, to work towards pre-vetting where possible, and monitoring where we can, to make sure we're always promoting responsible consumption.

To further reduce the likelihood of breaches to the Code, two refresher sessions were held for more than 50 people in our marketing teams and partner agencies in F23.



What's your Plan B?

People often underestimate the effects 'a few drinks' can have on their driving skills, and while the risks of driving under the influence are widely reported, drink driving is still listed as a contributing factor in road accidents and fatalities - particularly during holidays and long weekends.

In F23, Endeavour supported the NSW Government's 'Plan B' awareness campaign over the Christmas/New Year period and the ANZAC Day long weekend. The campaign aims to encourage drivers to make good choices to get home safely after drinking. Endeavour is uniquely placed to communicate targeted safety messages, as in many cases our customers are driving to and from our stores to make purchases.

MixIn, our retail media arm, ran the campaign on our network of screens across 50 stores in NSW, which were correlated with areas that have historically had high rates of drink driving. The campaign played more than 1.2 million times, with more than 850,000 transactions in those stores during that period.



Helping Schoolies DrinkWise

Driven by our purpose and our commitment to help people enjoy sociable moments responsibly, we've worked with DrinkWise to support Schoolies-targeted responsible consumption campaigns and led initiatives to deter underage drinking during the November/December Schoolies period.

The 2022 campaign, Schoolies Survival Tips, provided school leavers with tips and advice on making safe and responsible decisions around alcohol. The campaign was promoted at the point of purchase in more than 245 retail stores and 50 hotels in popular Schoolies locations.

"Our partnership with Dan Murphy's and BWS helped us remind Schoolies to stay classy when celebrating," said DrinkWise CEO Simon Strahan. "We know Schoolies is, for many, the first time away without parents and that can be both exciting and a little daunting. While it is understandably a chance to celebrate, we want to ensure everyone stays safe and makes good choices, especially if consuming alcohol."

18-year-olds in key Schoolies hotspots were also targeted through social media, including Snapchat and across music streaming services, providing tips on how to enjoy Schoolies without engaging in risky drinking behaviour, offering guidance on drinking in moderation and keeping themselves and their friends safe.

Endeavour's responsible service principles and Secondary Supply Policy, supported by ID25 and Don't Buy It For Them point-of-sale materials, helps our team members refuse minors from accessing alcohol and discourages adults who might seek to obtain alcohol for supply to minors. Many stores also enlist additional security guards during the Schoolies season to support our teams.

Across the 245 retail stores, 3.5% of transactions were from adults under the age of 25.

> "Our partnership with DrinkWise gets relevant, targeted messages of responsible consumption and moderation out to the people that need to hear them."
>
> Rich Fifer, Head of Responsibility and Community, Endeavour Group

Goal 3 and 4

Working together

We're team players. Our purpose inspires us to create the future together - and we know that by working collaboratively we not only amplify our efforts, we achieve better, more relevant outcomes.

When we don't have all the answers, we stay open to new ideas, and bring a range of perspectives and people together. We work with researchers, government regulators, community organisations and our trading partners in an effort to continuously improve and to raise responsibility standards. We're also a member of leading industry bodies such as the Australasian Gaming Council, Australian Hotels Association, Retail Drinks Australia, Alcohol Beverages Australia and more than 137 active Liquor Accords across the country.

The role of a Liquor Accord is to develop local solutions to local issues through constructive engagement across licensees, regulators, Police, community groups and other stakeholders. It gives our teams the opportunity to listen, propose voluntary measures for stores and venues to implement in the interests of community health and safety and to make sure that we are meeting the standards expected of us. Accords also present an opportunity for the entire community to quickly respond to an escalating issue locally.

Take, for example, the approach in Alice Springs, where the local community has faced a number of significant and complex challenges. For many years, the BWS NT team has played an integral role in the Alice Springs Liquor Accord, working collaboratively and demonstrating to regulators, law enforcement and other community stakeholders that we believe in and act on measures and controls that deliver meaningful outcomes.

In F23, BWS Alice Springs voluntarily reduced its trading hours, limited trade to one purchase per customer per day and removed one-litre spirits from sale. Following these changes, the BWS and Endeavour teams worked constructively with the Accord and other stakeholders to ensure that emergency measures could be introduced across the city in the interests of public safety.

"Earlier this year, I visited Alice Springs to meet with a number of local stakeholders about the challenges being experienced, and to thank our BWS Alice Springs team for taking immediate, responsible, proactive steps in supporting the community during a very difficult time," said Steve Donohue, CEO and Managing Director, Endeavour Group. "It's an outstanding example of our team being empowered to make important decisions in the interests of the local community."

> "BWS Alice Springs wants to be part of the solution. We're committed to engaging with all local stakeholders to understand the issues and make sure we're taking proactive steps to support communities under stress."
>
> Shawn Holloway, BWS State Manager

Understanding harm

While most people enjoy our products in a responsible and sociable way, we know alcohol can be harmful when consumed to excess or accessed by minors. We believe we have a role to play in minimising harm and promoting responsible consumption, and we want to be part of real solutions. That's why our sustainability strategy involves working with health researchers, government regulators and experts in the field, as well as investment in research into the causes of alcohol-related harm.

In F23, we began working with a number of industry stakeholders and Data Analytics Australia on dedicated research into alcohol-related harm. When this research is finalised, we hope that it will assist public policy development in the alcohol category and help us to prioritise better, more sustainable harm minimisation programs.

Community collaboration

Communities come in many different forms, and just like the people within them, they all have different goals, needs, challenges and opportunities. That's why our stakeholder engagement and consultation process is focused on local conversations to find local solutions and connections.

An example is in Port Augusta, South Australia, where local trading restrictions and conditions were brought in to tackle alcohol-related incidents in the community, with a government-mandated ID scanning trial starting in November.

In the lead-up to the changes being announced, BWS Port Augusta, led by Store Manager, Matty Pearce (pictured right), worked with a variety of community groups and Alcohol and Other Drugs Services to develop point-of-sale measures, as well as clear communication and practical support for local customers impacted by the identification measures.

"These types of changes and restrictions are often met with some resistance by some customers, but we care about our local area and our team, and we're committed to doing our part to improve the safety of the entire community," said Matty Pearce, Store Manager, BWS Port Augusta. "Our focus is on being flexible and open to new ideas, and working in partnership with other groups makes sense. We all share the same goal: to help keep our community safe."



The ID scanning trial is continuing, and Matty Pearce is now included as the only local licensee stakeholder in the Port Augusta Inter Agency Network, consisting of public health, community groups and Alcohol and Other Drug services.

Goal 3 and 4

Community engagement

We're committed to helping create sustainable, positive change in our communities. In Darwin, our **Community Advisory Committee (CAC)** is focused on local engagement to better understand issues the community is facing and direct our support and investment into the most effective programs.

Endeavour's Darwin CAC is a locally-based panel of community leaders, selected to ensure diverse representation, reflective of the community, and contribute a range of professional expertise and lived experience. The group's collective experience spans research, health services, social services, policing and licensing, with the common thread of leadership and advocacy in strengthening and connecting communities.

F23 has seen the development and implementation of an extensive listening and learning program for the CAC. More than 12 local stakeholders have been engaged, including Traditional Owners, industry peers, health and policy developers, youth organisations, government officials and local Police.

The focus of the engagement program has been on open and collaborative conversations, ranging from everything from harm minimisation, access and demand, intergenerational trauma, education, to community connection and broader opportunities around Reconciliation and the Voice to Parliament.

The CAC was appointed and inducted in F22, and reports its progress and recommendations quarterly to the Endeavour Group Board.

Endeavour's Darwin Community Advisory Committee with members of the Endeavour Group Board and leadership team



In the community

In F23, the Community Advisory Community investigated a number of potential collaborations and partnerships for Endeavour's support, with a focus on harm minimisation initiatives and positive programs to strengthen culture and resilience. A number of local initiatives are now underway.



Endeavour was Gold supporter of the Darwin NAIDOC Week 2023

Feasibility study for Bagot Community Youth Centre

Endeavour is supporting the development of a feasibility study to create a new Youth Centre for the Bagot Community, outside Darwin. Involving local youth in the development of the project aims to not only educate, but also promote a sense of pride and connection for the community, who will ultimately benefit from a new safe space; and give them better access to health, hygiene, and Alcohol and Other Drugs (AOD) support services.

Local Yarning Circle

Work has begun to support the creation of a new Yarning Circle for the Sanderson Middle School, providing a safe, calm and inclusive area to assist with cultural learning. The students have been involved in designing, building and developing artwork around the Yarning Circle, which aims to improve student engagement, cultural learning and attendance at school, while providing a space for students to connect.

Strong and Connected

In F24, Endeavour will be supporting and investing in Damien Mick's Strong and Connected program, which focuses on mentoring and supporting young people using youth transport services to establish connections. The program aims to build trust, cultural connections and respect with young people over time, to positively impact families and the broader community.

12
community groups engaged by the CAC

25
stakeholder meetings with the CAC

$304k
value of community investment through the CAC

"I was shocked with how incredibly progressive and open to feedback was in all this. (It shows) they're not afraid."

Naomi Anstess,
Darwin Community Advisory Committee

Our partnership with Larrakia Nation

Based on the CAC's consultation and recommendation, in June we entered into a 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.

The partnership is a long-term commitment to local engagement and positive change, as Endeavour and Larrakia Nation work together to address community issues in Darwin.

Key Larrakia Nation initiatives include the HEAL program, which supports people living rough on Larrakia land through medical and community services, and the Larrakia Patrol Outreach Service, which conducts day and night patrols to support the reduction of anti-social behaviour on Larrakia land.

The partnership will provide greater visibility and support for Larrakia Nation's strategic goals and initiatives, and allow for a two-way learning exchange and cultural understanding as we collaborate to improve outcomes in the community.



Cultural engagement program

The partnership included the development of a five-week Larrakia Nation-run cultural engagement program, designed to make the Darwin team and broader community feel safer.

This program involved day and night patrols around Endeavour's retail sites in the Darwin area, supporting the reduction of anti-social behaviour on Larrakia Land.

Endeavour and Larrakia Nation have since developed a proposal for a government-funded program to be extended for 12 months across all retail bottle shops in Darwin.

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.

In 20 years, they have 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.

"Our partnership with Endeavour signals a deep respect and care for Larrakia Country and all its people. It's a long-term commitment to working together, not only to address issues, but to create positive, sustainable change."

Jerome Cubillo - Chairman, Larrakia Nation Aboriginal Corporation

Promoting respect

Larrakia Nation and Endeavour's landmark partnership is a key driver of our approach to promoting respect in the wider Darwin community. The first initiative implemented by the partnership is the feature of the Larrakia Protocols in BWS stores across Darwin and Palmerston as a reminder to everyone to be respectful when purchasing alcohol.

"Endeavour Group acknowledges this is Larrakia Land. When you visit Larrakia Country we ask that you show respect to Larrakia and their culture and to all people who live and work here. Show the respect that you have for your own country. We ask that you behave properly and treat others as you wish to be treated and you will always be welcome on Larrakia Land."

The Larrakia Protocols are played in eight different Aboriginal and Torres Strait Islander languages, communicating a message of respect for locals and people travelling from remote regions of the NT and interstate. The languages featured are English (using Larrakia person), Yolngu Matha (East Arnhem), Anindilyakwa (Groote Eylandt), Modern Tiwi (Tiwi Islands), Kriol (Big Rivers region - Katherine), Murrinh Patha (Wadeye), Kunwinjku (Gunbalanya) and Warlpiri (Central Australia).

Through continued engagement with our BWS team, our customers, Larrakia Nation and others in the Northern Territory, we'll better understand the impact of these initiatives and consider opportunities to develop similar activities in other areas.



Goal 5

Community imprint

Our team of 30,000 great people - with the generous support of all our customers - are creating a lasting, positive imprint in thousands of local communities across the country.

We care deeply about the communities we're a part of, and we're committed to making sure our impact is both positive and sustainable. From fundraising product ranges and donation drives, to sausage sizzles and charity auctions, we do what we can to provide support.

In F23, we were proud to sign GIVIT as one of our national partners, as well as contribute to initiatives including Very Special Kids, Teen Rescue Foundation, Clean Up Australia Day and more through our products, brands, stores and hotels.

To make sure our support goes to the people and the places that need it most, we conducted a detailed assessment and evaluation of our community investment strategy. This has uncovered new ways to drive both internal and external engagement to generate better community outcomes.

$1.2m
donated by Endeavour

$2.3m
donated by our team and customers

500+
charity and community groups supported





Giving back through GIVIT

This year, we're proud to name GIVIT as our national community giving partner for the next three years, with 100% of funds raised through customer and team events to be distributed by GIVIT to people in need.

The partnership has already seen more than $2 million in corporate and customer contributions donated since 2019 through the Dan Murphy's gifting hub, donation tins at cash registers in stores, brand partnerships, and annual National GIVIT Days across the country.

Dan Murphy's has also donated more than half a million dollars worth of in-store advertising to GIVIT over the last 12 months, creating direct connections with customers at their point of purchase.

"We know that many individuals and families are doing it tough at the moment. This is just one way we can help give back and deliver immediate solutions to those facing a crisis," said Agi Pfeiffer-Smith, Managing Director, Endeavour Group.

"Having been displaced since the floods, with the weight of the world around us on our shoulders, I was, quite literally, broken. Through GIVIT, was sponsored to attend a course to learn to get inner-self strong again. This was a huge contribution and a life changing event for me. We've also received vouchers which helped us buy humidifiers, and when we find a home to live in, we will be able to purchase beds."

GIVIT recipient

"With GIVIT's approach to transparency, our customers can have confidence that their donated funds are going where they're needed most."

GIVIT works with more than 4,500 charities and support organisations around Australia to ensure people have access to the essential items they need.

"We're so grateful to Endeavour for their support of our important work assisting vulnerable Australians," GIVIT CEO, Sarah Tennant, said.

"Whether recovering from an emergency event, or experiencing hardship due to domestic and family violence, homelessness, disability and mental health, GIVIT ensures people get exactly what they need, when they need it."

Endeavour's partnership with GIVIT has a real, measurable impact on people and communities.

In F23, support was provided to two employees at a small country NSW school impacted by the Lismore floods. While the principal/teacher and assistant both lost their family homes in the disaster, they continued to keep the school running as smoothly as possible and provided critical support to a school community under pressure.

Through GIVIT, the employees were sponsored to undertake mental health training, supporting not only their personal wellbeing, but creating a positive impact for the wider school community.

We believe connected, social communities are thriving ones. That's why we do what we can to be there for each other and always lend a hand in times of need.

Very Special Kids

For the eleventh consecutive year, our Hotels team in Victoria took part in the Very Special Kids (VSK) 24-Hour Treadmill Challenge in June, raising over $139,000. More than 250 Hotels and support team members and their families joined this year's PJ party-themed 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.





Princess Alexandra (PA) Foundation

This year in Australia, more than 20,000 people will be diagnosed with breast cancer and more than 3,000 families will lose a loved one to the disease. ALH Hotels has supported the PA Foundation's Project Pink Campaign for many years , and this year raised more than $70,000 to empower researchers and clinicians at the PA Hospital to give hope to every family facing a breast cancer diagnosis.

Loud(er) and Proud(er)

The Loud & Proud range continues to grow in support of the Pride Foundation Australia's mental health and homelessness programs for LGBTIQA+ communities. The 2023 range, where 100% of profits are donated, included a Prosecco, Rosé, Seltzer, pale ale and a zero alcohol Sauvignon Blanc and raised over $179,000. This year, Endeavour commissioned LGBTQ+ artist Meg Minkley to create a piece to bring our Loud & Proud product range to life.



Ausmusic T-Shirt Day

Our pubs rocked for Ausmusic T-Shirt Day on 18 November. Teams across the country donned their favourite Australian muso tee and raised over $12,500 for Support Act, a charity foundation that offers crisis relief services to musicians, managers, crew and music workers who are facing hardship and are unable to work. The industry has taken a huge hit over the last few years due to the pandemic; and with many of our venues offering live music, Support Act is a charity that really hits home.

Teen Rescue Foundation

Since 2020, Langton's Fine Wine Auctions has hosted the Teen Rescue Foundation Auction - which helps to fund initiatives to actively discourage and reduce harmful alcohol use among underage teens. In 2023, the auction raised more than $23,000.

MS Society SA & NT

Our customers and team from our Hotels in SA raised more than $40,000 for the MS Society SA & NT with 100 donation tins and a range of events throughout the state over the course of the year. Fundraising efforts helped to provide vital services for people in SA and the NT living with Multiple Sclerosis, including MS Nurses, physiotherapy, social support, peer support and a range of wellbeing education activities.

Clean Up Australia Day

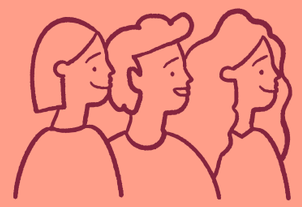
In March, a group of volunteers from Vinpac, VI Packaging and Prowine rolled up their sleeves and braved the elements to clean up a creek area in the local community as part of Clean Up Australia Day.



Parma for a Farmer

In February, ALH raised more than $113,500 to support farmers affected by natural disasters through the annual Parma for a Farmer campaign. More than 300 ALH pubs took part in the initiative, donating $1 from each chicken parmigiana to Rural Aid, which provides critical support to farmers through financial, wellbeing and fodder assistance. 113,505 parmas were sold in the period - more than 4,000 a day!

"Our pubs are at the heart of communities right across Australia," said ALH Interim Managing Director, Paul Walton. "We were pleased to be able to support our farmers who work so hard to feed the country in the face of drought, fires, floods and cyclones."



People

Championing individuality, human right and personal rights.

People are central to our purpose and at the heart of everything we do. We know the culture of care and respect we show our people and suppliers drives better long-term outcomes for our business and stronger connections in our communities. That's why we're committed to building a safe, inclusive and diverse workforce, where individuality is celebrated and personal rights are advocated, every day, for every person.





41%
women in senior executive positions
▲ 5%

367
Proud at Endeavour members
▲ 22%

Reflect RAP launched

76%
Voice of Team engagement score (stable)

Goal 6

Creating a safe and inclusive workplace

We want to celebrate and strengthen the very best, authentic selves our people bring to our workplaces each day. That's why we support and foster their personal connection to purpose and culture, offer the training and opportunities to leave their mark, and make sure they return home to their families safely every day.

Voice of team

Great teams have a few key things in common: a shared goal or purpose, open lines of communication, and a drive for constant improvement.

That's where our Voice of Team survey comes in. To be a great business, the best team we can be, we need to understand from our team's experiences: what's working well, what opportunities we have to do better.

Our second Endeavour Group Voice of Team Survey capturing team member feedback and engagement delivered improvements on last year's participation rate as well as improvements in team sentiment against five key drivers of Engagement, Experience vs Expectations, Intent to Stay, Inclusion and Energy at Work.

Overall engagement remained strong and in line with industry benchmarks at 76%, while 'Intent to Stay' saw a significant increase. While some of this uplift can be attributed to market uncertainty, it also reflects our targeted focus on all key drivers in F23, as well as better internal recognition of the stability, flexible work and leave provisions, and opportunities for growth and training a diverse business like Endeavour can provide.

In F23, questions relating to sustainability were asked for the first time, offering a baseline read on our team's connection with the sustainability strategy. 69% of respondents indicated they are proud of Endeavour's efforts to have a positive imprint on the world while 66% of respondents agreed with the statement: 'My company is taking action to be socially responsible.' This initial read will be used to determine our team's changing attitudes to and connection with Sustainability at Endeavour.



In F23, our 30,000-strong team were invited to provide open feedback on sustainability for our materiality assessment, with a number of suggestions and requests for action in the Planet space. This ranged from improvements in store recycling systems, speeding up the roll-out of electronic shelf labelling, and initiatives to create energy efficiencies and reduce waste.

This feedback highlights an opportunity for stronger internal engagement and communication on initiatives already in play, as well as an opportunity to tap into team support for and interest in future environmental sustainability initiatives.

Diversity and equality

A diverse workforce gives us access to a wider range of perspectives, ideas and lived experiences, fuels innovation and creativity, and improves our shared understanding and connections with our suppliers and our communities.

Our approach to diversity and inclusion focuses not only on attraction and retention, but also organisational culture, employee experience and remuneration. Our strategy is overseen by the Executive Leadership Team, with oversight by the People, Culture and Performance Committee.

We're committed to ensuring equal opportunities for all team members to develop and advance in their careers, and plan to achieve and maintain 40:40:20 gender balance in our Board and Senior Leaders (career levels 4-6) by the end of 2023. We disclose our progress towards our gender diversity targets annually in our Corporate Governance Statement.

In F23, we also became a signatory to the 40:40 Vision, an initiative led by HESTA, supported by industry partners, to pursue diversity in executive leadership in ASX 300 companies. As at 25 June 2023, women represent 41% of senior management positions, which is an improvement on F22 and reflective of our female talent pipeline and focus in this area. Women also make up 43% of the membership of the Endeavour Group Board, and we have a plan in place to strengthen nomination and voting systems to ensure equal opportunities for all genders.

Our commitment to equality and equity remains, and we have been working to close the gender pay gap to achieve equity in like-for-like roles. Remuneration reviews are performed annually at a minimum and pay practices across the Group are being aligned, with oversight by the Performance and Reward team.

"We see the energy, ideas and drive that talented women bring to our business at all levels, throughout all our brands. I'm proud to be a female leader in a business that prioritises diversity of gender, background and lived experience, because I know it drives a stronger connection to purpose, better innovation, and ultimately, more sustainable business growth."

Jo Rose - Chief Marketing Officer, Endeavour



Family and domestic violence awareness training

We care deeply about the safety and wellbeing of our team, their families and our communities. Since 2022, more than 9,000 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 team members 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.

While all team members are offered access to this training, Endeavour supports any individual who feels they may be triggered by its content and chooses to opt out. The organisation also offers support for team members impacted personally by domestic and family violence, including access to family and domestic violence leave, financial assistance and mental health support.



Proud at Endeavour

We want to create the spaces, places and moments where everyone feels safe, welcome and encouraged to truly be themselves.

Our Proud at Endeavour group has moved at pace in F23 to advocate and mobilise that vision for our team and the communities we're in. Proud at Endeavour has grown to more than 367 LGBTQ+ and Ally team members across Australia, bringing our value of inclusion to life for the wider business and supporting our customer-facing brands to bring diversity to the forefront.

In F23, the Proud at Endeavour team led Pride events for our team in Brisbane, Adelaide, Perth and the Gold Coast, as well as declaring Endeavour Pride Month in February, with multiple events across the country including Midsumma Festival in Melbourne, Albany Pride and TasPride Parade. Attended by 600 of our team and their families, these large-scale initiatives support our people to come together in celebration and acceptance with hundreds of thousands more in communities across the country. Proud at Endeavour Committee members attended each event in support of our team, facilitating open conversations about the challenges and opportunities the community faces and sharing Endeavour's approach to and vision for diversity and inclusion.

Part of our commitment is visible promotion of diversity and true inclusion in all our workplaces. We encourage our team to throw on their purple attire in a show of support and acceptance for young rainbow people on Wear It Purple Day in August each year. It's believed young people may be more likely to hide their identity at work and are more likely to experience anxiety and depression because of it. Wear It Purple Day is one way we can help raise awareness of and celebrate the good that diversity brings to the world, and make sure our young people feel safe to show their true colours at Endeavour.

Workplace equality and inclusion

We benchmark our people policies, practices and business operations to make sure we are doing all we can to create positive, inclusive environments for our people.

In F23, we focused on working through the opportunities for improvement highlighted by our 2022 baseline submission to the Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Inclusion. Since achieving Participating Employer status in May 2022, our focus has been on the areas of Strategy, Training, Awareness and Professional Development. To date, the Proud at Endeavour Committee has driven efforts to educate and raise awareness of and involvement in the group and its initiatives, as well as supporting broader LGBTQ+ training programs and internal guides on Allyship and inclusive language.

In F23, 299 Endeavour team members took part in the AWEI survey, testing the impact of our initiatives and programs on our team and culture. We aim to achieve Bronze Tier employer status by 2025 and Gold Tier by 2030.



Light Up The Night

In May, Endeavour sponsored the second 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.



Welcome Here

Since 2019, we've partnered with ACON, a community organisation supporting health, inclusion and ending HIV for people of diverse sexualities and genders.

579 Dan Murphy's and BWS stores nationally are now registered as a Welcoming Place as part of ACON's Welcome Here Project, which helps businesses create and promote environments that are visibly welcoming and inclusive of LGBTQ+ communities.

Our participating stores demonstrate that LGBTQ+ diversity is welcomed and celebrated by prominently displaying the Welcome Here rainbow stickers and charter.

Starting our reconciliation journey

We believe we have an important role to play in reconciliation. For us, reconciliation is an opportunity to live our purpose. It's the positive imprint we want to make, and the better 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.

In October 2022, we launched our Reflect Reconciliation Action Plan (RAP). It was created in open dialogue with Reconciliation Australia and our First Nations team members, and set the foundations for improving cultural competency and inclusion across our business. It's grounded in a commitment to ongoing listening and learning, from each other and from First Nations peoples, as we build trust, respect and relationships with Indigenous communities and organisations.

In the past year, we've made progress in elevating First Nations voices and their allies in our own business.

We're creating culturally safe spaces for more than 500 First Nations team members to talk about their lived experience. And we are acknowledging the deeply personal connection that different people have to reconciliation, depending on their experience and understanding. A key part of this is a commitment to ongoing communications, marking days of significance and creating regular opportunities for our people to connect, share and continue their learning.

We've also spent time listening and engaging with First Nations voices in our communities. In Darwin, we're working in partnership with Larrakia Nation on harm reduction, and education for customers and team about Larrakia protocols, and we're investing in community development initiatives. In Sydney, Tribal Warrior have partnered with us to support cultural education for our executive leaders. There's important work to be done in creating a deeper dialogue, engaging authentically and honouring different perspectives and lived experiences in a meaningful way.

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. We'll share the steps we're taking and all that we're learning on our reconciliation journey annually.



Tribal Warrior's David Barnett performs a smoking ceremony at the RAP launch.

Endeavour's Reflect RAP was endorsed by the Executive Leadership Team and the Endeavour Group Board in October 2022. A cross-functional team, the Reconciliation Action Plan Working Group, consists of 18 senior leaders across the business. The Working Group drives and reports progress against the RAP to the CEO monthly, and the Board quarterly.

"Reconciliation will help create a better future for all Australians and for generations to come after us. It's about creating equality, and providing a fair go for all, so that everyone has the same access to health, education and opportunities. I think it all starts with understanding and respecting the history of our First Nations peoples, their traditions, culture and their connection to the land."

Sheridan Webcke - QLD State Manager, BWS

What reconciliation means to us



"I'm lucky to live on the lands of the oldest living culture on Earth. Reconciliation means understanding and recognising the history of our country, acknowledging what has gotten us to where we are, and listening to opportunities of how to heal wounds. It means understanding the culture of our Indigenous and First Nations peoples and helping to grow together as a nation."

Todd Tresize - NSW/ACT State Manager, Dan Murphy's



"As a relative newcomer from the UK, for me, reconciliation aligns with the Australian ideal of 'a fair go'. I have been profoundly impacted by the welcome, stories and connections to lands of Australia's First Nations people. For too long, they haven't been given the same opportunities as the wider population: reconciliation is the first step to enable that."

Andy Sutton - General Manager, Advanced Analytics, Endeavour Group



Our Reconciliation artwork, 'Celebration Place'.
By Riki Salam (Mualgal/Yalanji/Nagi Tahu).

Supporting The Uluru Statement from the Heart and Constitutional change

In our RAP, we publicly committed to supporting the Uluru Statement from the Heart and the Federal Government's proposal to enshrine a First Nations voice in the Constitution. Our F23 focus was bringing our people together in ongoing conversation about this unique opportunity to help create a better future for all Australians.

In May, Endeavour hosted a voluntary education workshop on The Voice with Thomas Mayo, a Kaurareg Aboriginal and Kalkalgal, Erubamble Torres Strait Islander man from Larrakia Country who is on the Government's First Nations Referendum Working Group. More than 100 of our team attended the workshop on Gadigal Country in Redfern to understand more about constitutional recognition, The Voice proposal, and the practical change it would have in addressing real community challenges.

The group, which included leaders from across the business as well as external partners including Tribal Warrior, also took part in working group discussions about The Voice.

National Reconciliation Week

Team members were encouraged to continue their reconciliation journey during National Reconciliation Week in May. Teams around the country were invited to participate in a virtual panel on reconciliation with First Nations leaders, including SaltBlack's Naomi Anstess (Kamilaroi/Gamilaraay, Erub/Darnley Island), First People Recruitment Solutions' Shane Kennelly (Bundajalung), National Native Title Council's Chelsie Collard (Noongar) and Munda Wines' Pauly Vandenbergh (Wriangu and Kokatha).

We also held informations about secondment opportunities with Jawun and a live and interactive yarning learning webinar from Evolve Communities. The webinar featured Aboriginal Elder, Aunty Munya Andrews, and Ally, Carla Rogers, who explored the area of allyship and inclusion.

Relationships

Partnership with Larrakia Nation

Continuing connections with community organisations in Gadigal, Darkinjung, Yorta Yorta and Yolngu Countries via Jawun

Support for the Uluru Statement from the Heart and The Voice through team education

Respect

Wurundjeri Woi Wurrung immersion with Uncle Bill Nicholson

Immersions with Tribal Warrior and Aunty Donna Ingram

Acknowledgement of Country education with Acknowledge This! for top 150 senior leaders and RAP Working Group

Opportunities

First Nations team and leader listening to shape improvements in employee experience

Procurement and supplier diversity Member of Supply Nation

Mob-only yarning circles

Governance

RAP Working Group established with First Nations representatives



Merlin Chandra, Reconciliation lead, Endeavour Group, Neil Cairns, Endeavour Group

Jawun partnership

Since 2013, our partnership with the Jawun Indigenous Community Program has offered more than 35 team members opportunities to share their skills and experience with and listen and learn from 20 Indigenous community organisations across Australia.

Neil Cairns, Store Manager at Dan Murphy's Mosman, NSW, recently completed a six-week secondment with Gudjagang Ngara Li-dhi (GNL); an Indigenous organisation based in Darkinjung Country on the Central Coast of NSW. GNL's programs focus on supporting vulnerable Indigenous children, young people and families in the local area, through early intervention and prevention services and specialised casework.

"GNL is a grassroots organisation that does such important work, driven by tough and passionate leaders who are stretched thin on the ground," said Neil. "It struck me that when you run a small business, it's easy to get stuck working on the day to day, without the time or capacity to focus on the future or tackle the strategic parts of the business."

While Neil's initial secondment brief was to scope and cost the development of a commercial kitchen on site to cater community events, this reflection led to providing additional support for GNL's leaders in strategic planning.

Neil's experience forced him to question everything he had learned from a young age, and realise he was ready to understand more: "I found that Indigenous people share learnings and teachings when they see there's capacity: if they don't believe you are ready to learn, then they won't share or teach. That's why connecting, building trust and respect are so important."

Endeavour is a Transform level Jawun partner, so our senior leaders have the opportunity to take part in executive immersion visits, like our Operation, Risk and Compliance Manager Kellie Murphy's experience with Tribal Warrior, on Gadigal Country in November. Kellie's immersion included conversations and connections with local Indigenous community leaders, and led to her ongoing involvement in Tribal Warrior's Clean Slate Without Prejudice program, joining 6am boxing sessions and group events with local Indigenous youths, and sparking a meaningful connection with the community where she both lives and works.

"I've lived in Redfern for nine years but until this, I didn't really know anything that was going on in my community," said Kellie. "What began with 6am boxing sessions and meetings with local community leaders has turned into an ongoing connection - an invitation to participate, to go where the help is needed, and to be a mentor, an Ally, a friend. It's changed my life, the way I think about things, and my own sense of belonging in my community."

Jawun is a not-for-profit that connects corporate partners with secondment opportunities in Indigenous organisations to help deliver business and community programs. For our people, each secondment and visit presents a once-in-a-lifetime experience to gain a better appreciation for and understanding of First Nations' history and culture, while offering personal and professional growth in a new environment. Endeavour secondees report improvements in self-awareness, personal effectiveness, cultural competency, flexibility and adaptability, while partner organisations attest that skills transferred help to improve outcomes over time.

Safety

The health and safety of our team, customers and community is, and always will be, our first priority. We continue to build our health and safety culture, refine our risk controls and measure our performance, while always looking for ways we can improve.

Our employment policies, practices and standards are focused on the safety, health and wellbeing of our team. These are implemented and overseen by an experienced Safety, Health and Wellbeing team, reviewed regularly by the Executive Leadership Team, and are externally audited against best practice. Our safety performance and metrics are also reviewed by the People, Culture and Performance Committee quarterly.

F23 saw the continuation of our internal Safety and Health Audit Program; 5% of our sites will be audited in each business unit with a coverage review annually as part of the internal audit plan, ensuring our health and safety management systems remain certified to the National Self-Insurer Audit Tool.

As operating conditions normalise post COVID-19, we've seen positive improvements across the Group. Our Total Recordable Injuries (TRIs) achieved our target and TRIFR had a 14% reduction compared to last year.

Reducing risks

We're always looking at ways we can improve safety and eliminate risks. This year, we've implemented two key initiatives focused on reducing manual handling and burns injuries associated with oil management in hotels. All stainless steel pots bigger than 18 litres have now been removed from our kitchens, as historically they were being used to remove and transport hot oil from fryers. We've also installed PitCo self filtering fryers to reduce manual handling; and in F24, we'll begin a phased roll-out of vacuum waste tanks for these fryers to further reduce the risk of team members being exposed to hot oil.

Heart protection

As part of our commitment to the safety of our team, our customers and our communities, in F23 we partnered with charity initiative, Heart of the Nation; and installed 275 Automated External Defibrillator (AED) units into every Dan Murphy's store across Australia.

Proudly displaying the Heart of the Nation sticker indicates 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	F23	F22	Trend
Team - Total Recordable Injuries (TRIs)	311	309	^
Total Recordable Injury Frequency Rate (TRIFR)	9.86	11.43	v
Team - Hours Lost	78,406	71,962	^

TRIFR is (TRI/Hours Worked) x 1,000,000.

Hours lost represents the number of hours lost in the last 12 months due to an injury.

In March 2023, a tragic incident at the BWS Airport Tavern in Darwin, Northern Territory (NT), resulted in the death of a valued and respected member of our team, Declan Laverty. Support was provided to Declan's family and colleagues, as well as all team members in the broader business. Endeavour has since undertaken a review of safety and security measures at all sites in the NT, and continues to work together with the NT Government, the NT Police Force and the SDA union on opportunities to further improve team and community safety.

Wellbeing

We know recent times have posed challenges for our people, their families and the communities where they live and work.

In F23, we've taken a holistic approach to providing support with the launch of Endeavour Wellbeing and Support, a consolidated banner for our programs and initiatives, including physical and mental health support and outreach services as well as financial planning and career guidance.

Converge International, a market leader in wellbeing and support services, was selected as our Wellbeing and Support provider. This partnership goes beyond traditional Employee Assistance Programs to provide our people access to support across 10 pillars: Career Assist, Critical Incident Support, Conflict Assist, Nutrition and Lifestyle Assist, Money Assist, Family Assist, Legal Assist, Employee Assist and Manager Assist.

In F23, Converge received 911 calls for assistance from Endeavour Group. Our utilisation rate is annualised at 2.8% of employees versus an industry average of 1.8%.

Mental Health First Aid training

We're also working to build support capability internally, with 288 of our team members, including our State Operations Leads and Hotel Venue Managers, completing 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.

Wellbeing calendar

The Endeavour Group Wellbeing Calendar offers our team wellbeing prompts each month, covering a range of physical, mental, emotional, community and financial wellbeing topics and encouraging our team to prioritise overall wellbeing. For example, during September's focus on psychological wellbeing, team members are offered access to a library of resources and materials on mental health, and encouraged to participate in initiatives such as 'R U OK Day'.



Goal 7

Human rights and supplier engagement

Our commitment to respect and responsibility extends beyond our own people, throughout our operations and into our supply chain. We're building clear, effective sourcing programs, and working collaboratively with our supply partners to uphold leading standards in areas of responsibility, sustainability and human rights.

Respecting human rights

From the people picking the grapes that make our wine, to the contracted cleaners and security guards who support our stores and hotels, supply chain workers play an important role in all areas of our business. We take our duty to protect their safety and respect their human rights seriously.

In F23, we have invested in building our team to evolve our Human Rights Program, and partnering with two specialist business and human rights firms to help us identify, assess and address human rights risks in our own 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.

A key priority for upstanding the Human Rights Program has been the development of a framework to address modern slavery risks. This framework is detailed in our second annual Modern Slavery Statement, released under the Modern Slavery Act 2018.

Our Statement details the progress we've made against the priority areas identified in F22, the additional measures we've taken over the past 12 months, as well as what we plan to do to mitigate risks of human rights offences occurring in our own operations and supply chain.

We continue to prioritise the higher risk areas where we have the greatest leverage to effect change and make an impact, such as the viticulture, cleaning and security, and gig economy industries. More information about our approach is detailed in the Statement.



Listening and learning

In order to effect change and have the greatest impact, we need to bring our suppliers along with us. This year, we hosted an engagement session with representatives from 19 of our growers in the Barossa region in South Australia. The event, which was based on listening, learning, and building capacity, helped us to understand the barriers they're facing and the ways in which we can support them to uplift human rights practices in the viticulture industry.



Responsible sourcing

We're committed to working with our suppliers to uphold transparent, leading standards in the respect of human rights across our supply chain.

In F23, we strengthened and clarified our Responsible Sourcing Program, the framework which makes 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 modern slavery.

All suppliers are required to comply with our Responsible Sourcing Policy and compliance is monitored through our Responsible Sourcing Program, with a risk rating assigned 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. The audit involves an on-site visit from a qualified auditor who checks health and safety and labour rights compliance - for example, correct worker pay and entitlements, fair and equitable treatment, etc.

We've also expanded the scope of our Responsible Sourcing Program so that more suppliers are actively monitored. Exclusive branded product suppliers are now in scope, which will see the program grow from over 50 actively monitored suppliers to more than 400.

We'll regularly review and communicate the requirements of our program with our suppliers, making sure we're not only leading in our standards, but continuing to meet the expectations of our communities and customers.

In February, we presented to 30 stakeholders from the Wine Industry Sustainable Packaging Alliance (WISPA) about modern slavery risks in the wine industry and our approach to strengthening our human rights response. The session covered the importance of mitigating human rights harm, risk management frameworks, issues relating to contracted labour on vineyards, and what to look out for. Key challenges facing growers were discussed, including industry labour shortages, cost and market pressures, and compliance obligations.

Supplier engagement

Our ability to provide Australia's most extensive range of drinks and experiences - something to suit all tastes and preferences - hinges on the relationships we have with our suppliers across the country. And like all good relationships, ours are based on two-way communication.

In F23, we've seen challenges of supply chain issues, inflation and rising costs continue to impact all businesses, regardless of size and scale. We've been listening and working in partnership with our suppliers to find solutions.

Based on supplier feedback, we've made the decision to make our Small Supplier Policy permanent. The Policy - which 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 business with an annual revenue less than $1 million - which was initially introduced during the height of the pandemic to provide more favourable terms to smaller suppliers.

Continuing to find new ways to support our suppliers, in F23, we also made significant improvements to our onboarding process, which is delivering an 87% improvement in the time it takes to onboard new suppliers. Our Endeavour Partner Portal, launched in November, has already onboarded 128 new suppliers; and a newly created Merchandise Assistance team provides system and process support to our Retail suppliers. A dedicated team has also been set up within this group to give our new and small suppliers additional support.

New products are key to continue to surprise and delight our customers, encouraging them to discover new styles and tastes, and discover new local and small producers from across Australia. This year we ranged over 2,000 new lines. We're proud to say that 60% of new products introduced to our stores in F23 are supplied by small suppliers.

Communication strategy

Our strategic supplier communications program continues to evolve and grow, giving us an opportunity to bring our supplier partnerships to life across a number of channels. This program allows us to share and discuss corporate news, industry challenges, as well as category and format insights with our vast network of suppliers.

Half-yearly Supplier Forums are now attended by more than 1200 supplier contacts and continue to evolve in response to participant feedback. Suppliers are given the chance to pre-register questions, as well as ask questions of Endeavour senior team members and key presenters live during the event, and a new Category Insights panel discussion has also been included based on supplier feedback.

We redesigned our quarterly insights-led supplier publication, Distilled, in December 2022, which has expanded from 24 to 82 pages since March 2021. Readership and impressions continue to grow with more than 49,000 interactions.

Supplier feedback

We know that listening is key, so to keep the lines of communication open our feedback program, including Voice of Supplier (VOS) surveys, helps identify any issues suppliers might have.

In F23, 84% of our VOS respondents said they would recommend Endeavour as a Strategic Retail partner; they have called out our strong knowledge of our customers, categories and their interactions, which leads to clear initiatives to increase opportunities for partnership.



"The response time with the introduction of Merchandise Assistants has been great."

Spirits Supplier,
VOS December 2022

"Best in class communication on strategic priorities and category insights. Willing to introduce 'new and interesting' faster than the rest of the market."

Wine Supplier,
VOS March/April 2023

"Be clearer on timelines for ranging and job lots. Provide more notice on distribution changes."

Beer Supplier,
VOS March/April 2023



Sustainable Supplier of the Year

Our second annual Endeavour Supplier of the Year Awards saw more than 170 brand nominations and the inclusion of drinks suppliers from Hotels for the first time.

The Supplier of the Year Awards recognise the importance of partnership and celebrate and amplify innovation and creativity in the industry. There are recognition categories from Product Development and Brand Activation to Agility in Supply Chain and Driving Sustainability Initiatives.

More than 180 of our valued on and off premise suppliers joined our senior leaders, Merchandise and Buying teams at the ceremony in May, where Fourth Wave Wine was crowned our Sustainable Supplier of the Year for 2023.

The family-owned business works in partnership with its wineries and growers towards driving production efficiencies and environmental proactivity in line with its Sustainability Action Plan. A key consumer-facing driver is its Sustainable Winegrowing Australia (SWA) certified Tread Softly range - a naturally lighter in alcohol, eco-conscious drinks brand committed to planting one native tree for every six bottles sold.

In partnership with Carbon Neutral, Fourth Wave Wine has now planted over 1.3 million trees in the Yarra Yarra biodiversity corridor in WA, supporting the regeneration of Australian bushland that was once cleared for agricultural use. The Tread Softly trees planted to date will sequester around 50,000 tonnes of carbon and encourage the return of flora and fauna aiming to restore biodiversity.

“At Fourth Wave Wine, we’re committed to making a positive impact on our environment,” said Ross Marshall, Managing Director, Fourth Wave Wine.

“Working with our growers towards sustainable wine production through water and energy efficiencies, planting native trees to regenerate over 2,000 acres of bushland and encourage biodiversity: it all helps to create a greener, more sustainable future for our communities.”

Congratulations to Fourth Wave Wine and cheers to all our suppliers putting sustainability at the heart of their business!

Goal 8

Privacy and cyber security

We know that responsibly safeguarding the security, integrity and privacy of data is central to building and maintaining trust with our customers and team.

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

We are progressing our privacy and cyber security maturity with a human-centric approach: a strong focus on internal communication and awareness, technical training and drills, and strengthened systems and controls to help manage and mitigate risk.

We’re operationalising our privacy framework and developing best-practice data collection, protection and deletion policies and standards. With a focus on driving and embedding a strong privacy culture, we’ve continued the roll out of training for all team members. An internal Education Week in May featured four sessions to educate team members on their responsibilities and raise awareness of emerging privacy trends.

In F23, we conducted 64 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.

We recognise the huge opportunity that Generative AI technologies present: solving multiple business problems at scale, optimising customer experiences, personalisation, productivity and cost savings. We’re also mindful of the risks and challenges new technologies can pose, and we’re guided by a commitment to responsible innovation. We’ve provided guidance to the business around the appropriate use of these emerging technologies and we will continue to update in line with industry best practice and regulation.

We support all aspects of policy development across Privacy and Cyber Security and this year, we participated in the Attorney-General’s review of the Privacy Act.

We’ll continue to mature and strengthen our privacy and cyber security capabilities to secure and protect the data of our business, team and customers.

Our focus is on monitoring existing and emerging risks, and establishing best-practice controls to support current and emerging regulatory standards.



Cyber security

In June, Endeavour’s cyber security leaders were industry guest speakers at a special event by GOTAFE, the largest vocational education provider in regional Victoria.

Speaking to cyber security students and industry professionals, the team shared personal insights about working in the field, the types of threats they see day to day, and Endeavour’s approach to mitigating and dealing with cyber risk.

Planet

Reducing our impact on the planet.

We only have one planet and we all play a part in its future. When we talk about making a positive imprint, this includes a commitment to collaboration and action to create a more sustainable world for future generations.
We're continuing to invest in driving efficiencies and innovation as we solidify the foundations for our planet strategy: better understanding our footprint to inform the actions we can take to make a difference.



Climate Risk Assessment completed

144

sites with solar panels installed
▲33 sites energised

8

sites now Sustainable Winegrowing Australia certified

Sustainable Packaging Guidelines launched

Goal 9

Climate change

We're building climate resilience through our operations and innovating to reduce our emissions, for the sustainability of our business and the planet we all share.

Climate change is a material sustainability issue relevant to all our stakeholders, our business, and every community we operate in. Our purpose keeps us focused on the future we are helping to create, and on doing the right thing, so that future is bright for generations to follow.

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.

We're also learning to understand what our material Scope 3 emissions are and where we can influence and work with our partners to actively reduce them over time.

We know our business may be impacted by the long-term effects of climate change, including increased severity or regularity of extreme weather events, changes to global and local policies and changes to customer needs, preferences and behaviours.

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 working to progressively improve our disclosure against the Taskforce on Climate Related Financial Disclosure (TCFD) framework.

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



Climate change governance

The Endeavour Board, with the support of the Audit, Risk Management and Compliance 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 climate change related matters.

The Executive Management Committee, 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 new sustainability risk profile. Management is also responsible for operationalising opportunities to improve the Group's environmental performance.

Climate change strategy

Our current climate change strategy is focused on creating a solid foundation: validating our emissions profile, mapping the current status of our operations against our environmental obligations, understanding and mitigating risk to build climate resilience, and strengthening our governance and compliance.

This year, we have performed a climate risk assessment to learn what our physical and transition risks and opportunities may be and have taken the findings to help evolve our climate change strategy.

	Action	F22	F23	F24	F25
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.	✓			
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.		○ ——→		
	Embed climate risk into strategy development.			○ ——→	
Risk Management	Processes for identifying and assessing climate-related risks.		✓		
	Develop initial processes for managing climate-related risks.		✓		
	Integration of climate-related risks into overall risk management.			○ ——→	
Metrics and targets	Disclose Scope 1 and 2 operational greenhouse gas emissions.	✓	✓		
	Explore our waste-related Scope 3 emissions.		○ ——→		
	Explore our other Scope 3 emissions.			○ ——→	
	Set Scope 1 and 2 emission reduction targets base on most recent science.		○ ——→		

Key

- Completed ✓
- Start ○→
- Start to targeted completion ○···●
- Target completion ●

Risk management

We know that 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 order to better understand the part we can play, we wanted to deepen our understanding of the potential impacts of climate change on our business.

To do this, we engaged climate risk and energy specialists Energetics to undertake a climate risk assessment for our Group and business units. The assessment helped identify, assess, map and prioritise likely and material climate-related physical and transition risks for Endeavour. This work included development of Group and business unit risk registers covering an assessment of risk impacts to 2030 and 2050, sessions to understand existing mitigation measures in place and potential management strategies to be used for resilience planning, and have started developing a climate risk matrix, adapted from our risk management framework.

This process allowed us to build our understanding, prioritise key areas of our business to allocate resources; and to evolve our long-term business planning to include climate resilience. The material physical and transition risks which can impact us are outlined on page 65.

The climate risk assessment highlighted that the Group and the business units risk profile are dominated by transition risks, however physical risks are increasing towards 2050.

There are opportunities for Endeavour to address highly material risks and we will use this initial risk assessment to build our climate resilience.

Understanding climate risk at Dorrien Estate Winery



Our team has completed an initial climate risk assessment to understand the area and the potential impact of climate change on Dorrien Estate.

Dorrien Estate Winery is located within the Barossa Council Local Government Area (LGA). The climate is described as a Mediterranean climate with warm, dry summers and cold, wet winters, however there are variations depending on the altitude with colder temperatures in areas such as Eden Valley. The climate provides excellent wine growing conditions, however does experience periods of low rainfall and drought. Under the Climate Change in Australia projections, the Barossa is located in the Southern and South-Western Flatlands East climate region.

The following general climate change projections have been identified for South Australia and are applicable to current and future Dorrien Estate Winery developments:

- Increased evapotranspiration
- Increased temperatures - more hot days (>35 degrees), warmer spring temperatures
- Reduced cold nights and frost
- Frost free by end of century
- Annual rainfall decrease
- More intense rainfall
- Harsher and more frequent fire weather
- Increased time in drought

We're exploring adaptation measures taking into account these changing conditions. Examples include: installing ammonia refrigeration for the expanded tank farm, the use of high performance double glazing, and matte-white paint selection for roof cladding and tank farm. We also plan to maximise on-site revegetation and natural shading with native trees, bushes and grasses to support local wildlife. We continue to investigate options to maximise our on-site solar generation, optimise our water use across our irrigation areas. We will use this initial risk assessment to undertake detailed scenario analysis and build our climate resilience.

Transition risks

Material risks arising from transition to a net zero emissions economy due to changes in domestic and international policy and regulation, technological innovation, social adaptation and market changes.

	Potential risk	Mitigation and opportunities
Reputation	Increased scrutiny on natural resource usage, particularly access to water	We will continue to actively engage with our stakeholders and improve our disclosure on climate-related risk management. We will continue to build processes and frameworks to support our decision making and strategy evolution.
	Policy uncertainty limiting potential for renewable energy uptake across Australia	
	Increased scrutiny on type of offsets procured	
Policy and legal	Increasing regulatory costs and insurance costs from more stringent environmental regulations including carbon pricing	We are looking into conducting scenario analysis to learn about the potential impact of increasing costs, such as a carbon price on our direct operating costs, and integrate these costs into our business planning and decision making.
	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	Our Sustainability team will work with other support functions, including the Risk and Compliance team, to scan and manage voluntary pressure to increase reporting requirements.
Technology	Increasing transport and travel costs impacting capital expenses (new electric vehicles and supporting infrastructure) and operating expenses (existing liquid fuels)	We will investigate new initiatives for optimising efficiencies such as innovative renewable energy installation, batteries and renewable energy procurement approaches.
Market	Changing consumer preferences for greener products and services with supporting evidence base for proof of claims	Understanding our customers' preferences is a key component of how we conduct our business. There are opportunities to collect more customer insights and frame product selection around this.

Physical risks

Material risks arising from damages or reduced asset values caused by extreme weather events such as floods, bushfires, and longer-term shifts in climate patterns.

	Potential risk	Mitigation and opportunities
Acute	Bushfires disrupting operations, damaging stores, distributions centres and vineyards	We will undertake scenario analysis to assess the risks to our physical assets and operations to help us plan for and manage the risks associated with acute, extreme and chronic events.
Chronic	Heat stress for team (health and safety) and products (impact on quality)	

Our plan is to use this Sustainability Risk Profile to further enhance and embed the consideration of non-financial risks into our enterprise risk management framework; that way sustainability risks will continue to be identified and evaluated in a consistent manner across our business. We will 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).



Metrics and Targets

Our Sustainability Strategy sets out our targets to create a positive 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).

This year, we've worked to understand the options available to deliver on our renewable energy commitment, including energy reduction capital initiatives such as solar, and sourcing renewable energy through purchase of large-scale generation certificates or entering into power purchase agreements.

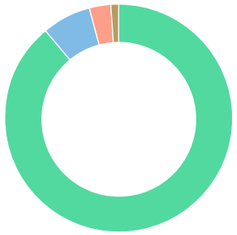
We currently track, monitor and report on our Scope 1 and 2 emissions and energy consumption data using the Environmental Data Management System. We define our scope boundaries as being any entity in which Endeavour or its subsidiaries have operational control as defined under the National Greenhouse and Energy Reporting Act 2007, and also calculate our greenhouse gas emissions under this Act.

Endeavour has over 2,000 facilities over which it has operational control, and relies on a mix of energy sources to power our operations.

In F23, our total energy consumed was 1,939,246 GJ and our total emissions under the NGER framework is 328,212 tonnes of carbon dioxide equivalent (tCO_2e). Our facilities emitted 33,168 tCO_2e of Scope 1 emissions, which mainly comes from our use of refrigeration gases. There is an additional 1,333 tCO_2e of refrigerant emissions not reportable under NGER. Electricity accounts for the majority of our emissions footprint, and in F23 we emitted 295,044 tCO_2e of scope 2 emissions. In addition to this, we have just over 12,836 tCO_2e from processing our waste water, classified as incidental Scope 3 emissions.

We continue to make progress in identifying the material upstream and downstream Scope 3 emissions categories, with a particular focus on our waste emissions. This year, we know that we have 27,808 tCO_2e from waste going to landfill across the Group. We will continue to build our understanding about our indirect emissions from our purchased goods and services and transport, including business travel and logistics.

Scope 1 and 2 emissions profile



89% Electricity

3% Natural Gas

7% Refrigerants

1% Other

We're working through a range of innovations and initiatives to drive efficiencies and progress towards reducing our emissions footprint and our renewable energy target.

We now have more than 144 sites across the Group that have solar installations, reducing energy consumption and costs, with 33 additional sites added to the program this year. 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. A dedicated team streamlines the process to increase the number of sites under review, manage landlord approval, verify existing structures and make sure available roof space will deliver a positive return. Solar systems generated more than 9,801 MWh of power in F23, with additional installations rolled out to Retail stores, Hotels, wineries and other facilities in F24.

More than half of Dan Murphy's stores nationally, a total of 134, now feature Electronic Shelf Labelling (ESL), reducing paper ticketing and waste and delivering productivity and cost savings to stores. ESL provides a better customer experience with more timely and improved pricing accuracy, and LED 'light up' functionality helping customers find products using the 'Ask Uncle Dan' app. ESL is powered by energy efficient, long-lasting battery systems, and we are currently looking at an end of life circularity solution for these installations.

Additional energy efficiency improvements are underway in refrigeration in our Retail stores in NSW and VIC. This program involves the replacement of 144 open cases to cases with doors to reduce the refrigeration energy consumption. Where possible, we are also retrofitting doors on existing cases to increase the assets, lifecycle and further reduce consumption.

We've completed an LED lighting roll-out in all our retail stores, and have started to install occupancy sensors to the back of house areas of Dan Murphy's sites where they are missing. The occupancy sensors are set to motion, turning off the lights during the day and when the areas are unoccupied.

This year, we installed public EV fast charging stations at our Dan Murphy's stores in Swansea and Burwood, NSW and upgraded our EV charger at Batemans Bay to deliver a more consistent and reliable charging experience for customers. Powered by 100% renewable energy, fast chargers provide drivers with up to 50 kilometres of driving range in only 10 minutes of charging, so our customers can charge while they shop. Range anxiety is understood to be a key barrier to EV uptake in regional areas, and our national network is well placed to address that by providing charging options for our customers.

More than 99 retail sites also feature smart control systems, which use a combination of sensors and intelligent algorithms to provide seamless control and monitoring capabilities. They offer a convenient way to regulate and customise settings including lighting, temperature, security systems remotely through online portals, optimising energy efficiency, enhancing convenience and creating a more intelligent and tailored store environment.



Transcritical refrigeration unit at our BWS Huntlee store.

Sustainability at BWS Huntlee

All new Retail stores and Hotels are designed for energy efficiency and with considerations for the local environment. Our latest, the brand new BWS store in Huntlee, in the Hunter Valley, NSW features a range of new initiatives we're trialling in sustainability.

This store includes a filtered water station for our team and community, LED lighting, Electronic Shelf Labels, and a 28.5 kW solar system, which we can expect to generate 37 MWh of energy in the first year. Huntlee BWS will also be the first standalone store to trial an energy efficient transcritical refrigeration system, which uses CO_2 instead of synthetic refrigeration gases with higher global warming potentials. Transcritical systems are considered a better, lower-emissions option for refrigeration systems.

BWS Huntlee is also one of the pilot stores in our network giving our customers the opportunity and provision to return cork for recycling. See page 71 for more information on our cork project.

Goal 10

Sustainable use of natural resources

We manage our natural resources to protect soils and improve biodiversity as part of our commitment to sustainable viticulture and winemaking. It's the right thing to do, for our business, for the communities bringing our products to life and for the planet.

Aligning to environmental standards

This year, we've continued to develop, align and improve environmental standards across our wineries and vineyards.

Eight Endeavour sites are now certified through the Sustainable Winegrowing Australia (SWA) program, and four of our sites are certified to ISO 14001:2015.

SWA is a national program for grape growers and winemakers to demonstrate and continuously improve sustainability in the vineyard and winery through the environmental, social, and economic aspects of their businesses. Endeavour has been involved in the program since it started, with reporting allowing us to benchmark our operations against other vineyards and wineries and help us identify areas for improvement.

Vinpac Angaston, Dorrien Estate Winery, Beckwith Park and the Research Road Wastewater Treatment Plant also passed the ISO 14001:2015 recertification audit with positive feedback.

A key focus in F24 will be reviewing how best to standardise the environmental standards framework across all business units, to ensure appropriate certifications and best practice are in place across our sites.



Biodiversity in our vineyards

The best practice Biodiversity Action Plan established to help track and improve local biodiversity at Chapel Hill has been shared with Endeavour vineyards and wineries and adopted by Dorrien Estate Winery as part of its SWA certification.

Through collaboration between our viticulturalists and sustainability leads, sustainable land management practice models are being rolled out to conserve, enhance and create biodiversity areas in our vineyards and surrounding environments. At Chapel Hill for example, in the last 12 months the team has planted more than 1,000 native shrubs and installed kangaroo perimeter fencing to reduce damage to proposed revegetation areas.

In F23, Dorrien Estate Winery conducted a flora and fauna audit to establish a revegetation plan with a biodiversity focus. The plan took into consideration the existing flora on-site, the winery expansion concept plans, and detailed a revegetation program that would be conducive to the quality requirements of an operating site, while specifically targeting local flora species that would support endangered fauna species endemic to the Barossa region. 38 species of birds were identified at our flagship Dorrien Estate Vineyard, 36 of which were native to the area. The auditors identified two species of particular interest within the vineyard boundaries; the Peregrine Falcon (Rare) and the Yellow-tailed Black-Cockatoo male/female pair (Vulnerable). Our team is using this report to develop a targeted biodiversity action plan at the Dorrien Estate Vineyard to protect and support the rare and vulnerable species within the region.



Managing our water use

Across the business, we have been working to better understand climatic conditions to drive water efficiency and water security for our sites. We have implemented a system to better capture and consolidate water usage data across all sites, enabling us to identify opportunities for better efficiency.

In F23, our wastewater treatment plant between our Dorrien Estate (Tanunda) and Vinpac International (Angaston) sites in the Barossa region captured, treated and reused 66,441 kilolitres of water used in operations. The treated water is used to irrigate 22 hectares of our crops and gardens.

Goal 11

Enhancing circularity

We support the development of a circular economy: it's good for business, better for the planet and important to all our stakeholders. Guided by our values, we're working to understand and improve the way we manage waste and make sure our packaging is sourced sustainably, meets customer expectations of quality and durability, and can be recovered, recycled and used again.

Working with others on sustainable packaging

We have been working to define and validate the recyclability of our owned brand packaging and in-store promotional material, and have created a model to calculate our packaging baselines. We are now working to improve the robustness of the model for the metrics to be disclosed externally.

We're continuing to work in partnership with the industry and our suppliers to find more innovative recyclability and reusability solutions across our operations and the industry at large, in line with our targets. We are members of the Australian Packaging Covenant (APCO) and are one of the founding members and deputy chair of the Wine Industry Sustainable Packaging Alliance (WISPA), a collaboration between APCO and key businesses across the wine industry value chain. Together, we have created a targeted problematic packaging list and we're working to improve recycling rates, drive innovation and fuel the circular economy within the Australian wine industry through research. WISPA is an integrated component of Wine Australia's ESG roadmap.

Our new packaging guidelines

In F23, we created Sustainable Packaging Guidelines so that everyone who works to bring our products to life - from our marketers to our procurement team to our contracted supply partners - has a shared understanding of the commitments we've made to improve our packaging. That way, we can design for sustainability and enhance the circularity of our products.

The guidelines provide practical advice so that all packaging meets the definition of Reusable, Recyclable and Compostable, in accordance with the Packaging Recyclability Evaluation Portal (PREP), an online tool developed by APCO in partnership with Planet Ark.

Bringing in learnings from APCO, PREP and industry partners, the guidelines recommend best practices to improve and innovate sustainable packaging across the supply chain, working towards circularity in the industry. All primary, secondary and tertiary packaging generated by the Group is considered, including promotional packaging, gifting and customer deliveries.



Lightweighting bottles

Following the success of our lightweight sparkling wine bottle, we teamed up with leading Australian packaging solutions company Orora to provide a more sustainable option for the Reverse Taper wine bottle. The new lightweight Reverse Taper BVS bottle is 420 grams, 195 grams lighter than other options, and has a recycled glass content of about 40%. Reverse Taper bottles, which are wider at the shoulders than at the base, are a popular premium option in the wine industry due to their unique appearance and shelf appeal.

Cork recycling trial

We have an opportunity to make it easier for our customers to recycle our packaging. We're trialling new ways to evolve problematic packaging, avoiding where possible, and working with partners to find solutions to help our customers recycle or reuse where possible.

In F23, we have identified cork as a key material type we need to solve in order to deliver on our packaging and waste commitments. Working with industry partners such as cork manufacturers Amorim, Green Industries SA, Treasury Wine Estates and others through WISPA, we've established the trial Recork program to assess the feasibility and impact of a store-based cork recycling program. Through the Recork program customers will be able to return their corks to selected BWS and Dan Murphy's stores in F24. Australian shoe recyclers, Save our Soles, will lead in repurposing our recycled cork into anti-fatigue mats for our team.





Understanding our waste

We have been working to gain a clearer picture of our waste management across our operations. Investing in additional resourcing and systems has helped us to support our teams and improve clarity and rigour in data capture and reporting.

We've also identified a number of simple exit-and-replace solutions, such as the black plastic being used to shrink wrap pallets out for transport. This material was identified as non-recyclable and so problematic, and has since been exited in favour of a transparent, recyclable plastic as standard in our national supply chain.

This year, we performed a waste audit to better understand our waste streams and current waste practices at our Retail stores and Hotels, in order to optimise the way we work and divert waste from landfill. The waste stream figures identified in our baseline audit are outlined in the table below, and will inform our waste strategy in F24.

Defining and addressing key areas of scope, our waste strategy has three key aims: reducing waste generation, enhancing circularity and expanding recycling opportunities, ensuring that the needs of our stores, teams and customers are met.

Our optimisation team has been working to better understand the required waste resources and collection frequency for our sites, as collecting more full bins less frequently will reduce handling and transport emissions.

We've also been looking to optimise the management of our waste through different angles, like trialling the use of a Food Organic and Garden Organic (FOGO) system to reduce general waste collections in Hotels. FOGO allows food waste to be collected and sent to a commercial composting facility.

Our F23 trials indicate that on average, we could divert 102 tonnes per annum from landfill using the FOGO system in a buffet-style Hotel, while in an a la carte-style Hotel, we'll divert an average 36 tonne per annum from landfill. We will look to explore other FOGO opportunities across more Hotels to reduce waste and emissions.

Waste Audit - Retail	Waste Audit - Hotels
Cardboard/Paper 25%	Food waste 56%
Plastic 9%	Cardboard/paper 9%
Co-mingled 10%	Co-mingled 6%
Landfill 56%	Landfill 29%



Plastic Free July

This year our team is taking part in the Plastic Free July (PFJ) initiative, a way for our team members to set personal plastic-free goals at home and work. Many choose to refuse single-use items for the month of July and beyond.

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. This initiative is the first in a series of awareness and engagement events planned as part of Endeavour's new partnership with the Plastic Free Foundation, an independent, Australian not-for-profit with a vision of seeing a world free of plastic waste.

In June 2023, almost 200 team members nationally took part in a lunch and learn hosted by the Plastic Free Foundation founder, Rebecca Prince-Ruiz and Managing Director of Dan Murphy's, Agi Pfeiffer-Smith.

Our teams were enthusiastic to share their motivations and ideas to make a difference, not only in their personal lives but in starting conversations about sustainability and plastic reduction in the workplace.

"We're so excited to be partnering with the Plastic Free Foundation to support Plastic Free July, which reminds us that small changes in our day-to-day lives can have a big impact on the planet," said Ashley Davies, Sustainability Advisor, Endeavour.

"Their mission aligns with our sustainability strategy, as we all work together to create a lasting positive imprint on the planet. Having swapped out single-use coffee cups and drink bottles some time ago, my PFJ pledge is to stop using takeaway containers, instead buying items from the source using my own containers. I can't wait to hear how our teams get involved."



From waste to wine

Every year, wineries produce tonnes of pomace, the leftover grape skins after pressing the fruit to make wine. In the 19th century, the pomace would be mixed with water to create Piquette, a traditional vineyard workers' drink that was low in alcohol. This year, Oakridge Wines and Chapel Hill released two new premium products, reviving the trend with Garden Gris Piquette and Escape Room Piquette. Piquette is both lower in alcohol (between 3% and 5% ABV) and lower intervention.

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 sustainability metrics and assertions listed below ('Subject Matter Information') presented in Endeavour Group Limited's Sustainability Report for the period 1 July 2022 to 30 June 2023.

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 detailed below ('the Reporting Criteria') for the period 1 July 2022 to 30 June 2023.

Subject Matter Information and Reporting Criteria

The Subject Matter Information and Reporting Criteria in scope for our limited assurance engagement for the year ended 30 June 2023 is as follows:

SUSTAINABILITY METRICS	REPORTING CRITERIA
Team members trained in Leading in Responsibility (%)	Endeavour Group Limited's internal sustainability policies and procedures and Basis of Preparation
Community investment funding	
Total Recordable Injuries	
Board and Senior leadership (levels 4-6) diversity balance	
Scope 1 and 2 Greenhouse Gas Emissions for Endeavour Group Limited (tCO_2e)	
Total energy consumed for Endeavour Group Limited (GJ)	
Total waste going to landfill (tonnes)	

SUSTAINABILITY ASSERTIONS	REPORTING CRITERIA
EV Electric Vehicle fast charging station installed in Dan Murphy Swansea, powered by 100% renewable energy	Endeavour Group Limited's internal sustainability policies and procedures
8.1 million customers reached with zero alcohol marketing during Dry July	
More than 300 low or no alcohol products in the Endeavour Range	
Plan B awareness campaign played more than 1.2 million times across 50 stores during the Christmas/New Year period and the ANZAC day long weekend	
Alice Springs stores voluntarily limited trade to 1 take away alcohol purchase per customer per day	
The partnership with Larrakia Nation included the development of a five week Larrakia Nation-run cultural engagement program, designed to make the Darwin team and broader community feel safer	
We became a signatory to the 40:40 Vision, an initiative to pursue diversity in executive leadership in ASX300 companies	
84% of our suppliers responded they would recommend Endeavour as a Strategic Retail partner	
We conducted 64 privacy impact assessments for new systems and processes	
We've established a trial program to assess the feasibility and impact of a store-based cork recycling program	

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Basis for Conclusion

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

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

Management's Responsibilities

Management of Endeavour Group Limited are responsible for:

a. ensuring that the Subject Matter Information is prepared in accordance with the Reporting Criteria;
b. confirming the measurement or evaluation of the underlying subject matter against the Reporting Criteria, including that all relevant matters are reflected in the Subject Matter Information;
c. designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to ensure achievement of its control objectives and its compliance with applicable laws and regulations;
d. selecting and applying measurement methodologies in accordance with the Reporting Criteria, and making estimates that are reasonable in the circumstances;
e. referring to or describing in its Subject Matter Information the applicable criteria it has used and, when it is not readily apparent from the engagement circumstances, who developed them; and
f. the electronic presentation of the Subject Matter Information and our limited assurance report on their website.

Our Independence and Quality Management

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied 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* in undertaking this assurance engagement.

Assurance Practitioner's Responsibilities

Our responsibility is to express a limited assurance conclusion on the Subject Matter Information as evaluated against the Reporting Criteria based on the procedures we have performed and the 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 is not properly prepared, in all material respects, in accordance with the Reporting Criteria.

A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the Subject Matter Information is likely to arise, addressing the areas identified and considering the process used to prepare the Subject Matter Information. A limited assurance engagement is substantially less in scope than 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 about whether the Subject Matter Information has been properly prepared, in all material respects, in accordance with the Reporting Criteria.

Deloitte Assurance Statement (continued)

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 across the reporting period ending 30 June 2023;
- 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 Group Limited's 2023 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 it is possible that fraud, error, or non-compliance with laws and regulations, where there has been concealment through collusion, forgery and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

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 the 2023 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 Group Limited for the purpose of providing assurance over the Subject Matter Information presented in the 2023 Sustainability Report. We disclaim any assumption of responsibility for any reliance on this report to any person other than the directors and management of Endeavour Group Limited 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, 16/08/2023

Appendix

Progress against our 2030 Sustainability Strategy

Responsibility and Community

GOALS	COMMITMENT	PROGRESS TO 2030	REFERENCE
Demonstrate leadership in the responsible service of alcohol and gambling.	Train 100% of team members in the principles of responsible service of alcohol and gambling.	Progressing	See page 22 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'.		
	Conduct external audits and benchmarking of our responsible gambling program every two years.		
Enable customers to make informed decisions about our products and services to encourage responsible consumption.	By 2025, reach five million people with campaigns on responsible consumption and harm minimisation (target per campaign).	Achieving	See page 25 to 31
	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.		
	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.		
Partner with experts to identify potential strategies to address alcohol and gambling related harm in the community.	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.	Planning	See page 32 to 41
Collaborate to pursue leading standards for our industries.	Continue to invest and engage with industry representatives and associations to explore opportunities for improving community outcomes.	Progressing	See page 32 to 41
Generate a measurable, positive impact in the communities we serve.	Engage with local communities through a community investment strategy that increases both our financial and in-kind contribution to local issues.	Progressing	See page 34 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 track	We are meeting some challenges which may require us to evaluate our timelines.

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.	Achieving	See page 42 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.		
	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.		
Respect and promote human rights and ethics in our operations and supply chain.	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.	Planning	See page 54 to 58
	Build strong, mutually beneficial relationships with our suppliers by fostering trust, being transparent and engaging with them fairly and equitably.		
Respect our customers' privacy and acknowledge the importance of robust privacy principles and practices.	Build and drive team awareness and capability around data privacy, data protection and cyber security, including mandatory Group-wide training.	Achieving	See page 59
	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 track	We are meeting some challenges which may require us to evaluate our timelines.

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 67
	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 68 to 69
	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.	Progressing	See page 70 to 73
	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 track	We are meeting some challenges which may require us to evaluate our timelines.

Sustainability Metrics

Electricity Use (MWh)

DIVISION	2023 ELECTRICITY CONSUMED[1] MWh	2023 ELECTRICITY GENERATED MWh
ALH	178,357	1,845
BWS	147,295	877
Dan Murphy's	91,164	5,143
Pinnacle Drinks	9,544	1,936
Support offices, Warehouses	4,361	-
Total	**430,721**	**9,801**

1 Energy consumed is electricity sourced from the grid.

Total Emissions (T CO_2e)

DIVISION	SCOPE 1[1] T CO_2e	SCOPE 2[1] T CO_2e	SCOPE 3[2] T CO_2e
ALH	25,208	125,556	18,462
BWS	5,639	98,697	6,929
Dan Murphy's	1,280	64,873	1,891
Pinnacle Drinks	730	2,717	388
Support offices, Warehouses	311	3,201	138
Total	**33,168**	**295,044**	**27,808**

1 In accordance with the NGER framework.

2 Scope 3 is tonnes of waste to landfill.

Waste (tonnes)

	TONNES
Tonnes of waste to landfill	21,565
Tonnes of waste (cardboard) diverted from landfill	48,119

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 right to collective bargaining

Our team members have 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.

Glossary

TERM	MEANING
Carbon dioxide equivalent (CO_2e)	A standard measure used to compare the emissions from various greenhouse gases based on their global warming potential.
EBIT	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.
Forest Stewardship Council (FSC)	FSC is an independent, not-for-profit organisation which promotes responsible management of the world's forests. Refer to fsc.org or fscaustralia.org.au
MWh	A megawatt hour is a measure of electrical energy equivalent to a power consumption of 1,000 kilowatts for one hour.
National Greenhouse and Energy Reporting Act 2007 (NGER)	NGER establishes a national framework for Australian corporations to report greenhouse gas emissions, reductions, removals and offsets, and energy consumption and production. Refer to climatechange.gov.au/reporting/publications.
Scope 1 emissions	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).
Scope 2 emissions	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.
Scope 3 emissions	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.
Sustainable Development Goals (SDG)	17 global goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet.
Total Recordable Injury (TRI) and Total Recordable Injury Frequency Rate (TRIFR)	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 formular 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.

United Nations Global Compact Ten Principles

References to 2023 Sustainability Report, 2023 Modern Slavery Statement, Responsible Sourcing Program and any policies can be found at www.endeavourgroup.com.au/sustainability.

PRINCIPLES		REFERENCE
Human Rights		
Principle 1	Protection of Human Rights	2023 Sustainability Report page 54 2023 Modern Slavery Statement Responsible Sourcing Program
Principle 2	No Complicity in Human Rights Abuse	2023 Sustainability Report page 54 2023 Modern Slavery Statement Responsible Sourcing Program
Labour		
Principle 3	Freedom of Association and Collective Bargaining	2023 Sustainability Report page 54 2023 Modern Slavery Statement Responsible Sourcing Policy
Principle 4	Elimination of Forced and Compulsory Labour	2023 Sustainability Report page 54 2023 Modern Slavery Statement Responsible Sourcing Policy
Principle 5	Abolition of Child Labour	2023 Sustainability Report page 54 2023 Modern Slavery Statement Responsible Sourcing Policy
Principle 6	Elimination of Discrimination	2023 Sustainability Report page 44 to 53 Diversity and Inclusion Policy Responsible Sourcing Policy
Environment		
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 73
Principle 8	Environmental Responsibility	2023 Sustainability Report page 60 to 73
Principle 9	Environmentally Friendly Technologies	2023 Sustainability Report page 60 to 73
Anti-Corruption		
Principle 10	Work against Corruption	2023 Sustainability Report Fraud, Anti-Bribery and Corruption Policy

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 2023, Corporate Governance Statement 2023 and website (**www.endeavourgroup.com.au**).

GRI STANDARD		PAGE
General Disclosures		
2-1	Organizational details	Inside Cover
2-2	Entities included in the organisation's sustainability reporting	Inside cover
2-3	Reporting period, frequency and contact point	Page 2
2-4	Restatements of information	Page 2
2-5	External assurance	Page 74-76
2-6	Activities, value chain and other business relationships	Page 8-9, 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 18-19
2-10	Nomination and selection of the highest governance body	Page 18-19
2-11	Chair of the highest governance body	Page 18-19
2-12	Role of the highest governance body in overseeing the management of impacts	Page 18-19
2-13	Delegation of responsibility for managing impacts	Page 18-19
2-14	Role of the highest governance body in sustainability reporting	Page 18-19
2-15	Conflicts of interest	Page 18-19, Endeavour Group Website
2-16	Communication of critical concerns	Page 18-19, 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

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GRI STANDARD		PAGE
General Disclosures (continued)		
2-21	Annual total compensation ratio	Annual Report, Endeavour Group Website
2-22	Statement on sustainable development strategy	Page 12-13
2-23	Policy commitments	Page 18
2-24	Embedding policy commitments	Page 18
2-25	Processes to remediate negative impacts	Page 18, 80, 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 80
2-29	Approach to stakeholder engagement	Page 12-17
2-30	Collective bargaining agreements	Page 80
Material Topics		
3-1	Process to determine material topics	Page 12-17
3-2	List of material topics	Page 12-17
3-3	Management of material topics	Page 12-17
Economic Performance		
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
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Page 8-9 , Annual Report
203-2	Significant indirect economic impacts	Page 8-9 , Annual Report
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Page 80

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GRI STANDARD		PAGE
Anti Competitive Behaviour		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 80
Tax		
207-1	Approach to tax	Annual Report, Endeavour Group Website
207-2	Tax governance, control, and risk management	Annual Report, Endeavour Group Website
207-3	Stakeholder engagement and management of concerns related to tax	Annual Report, Endeavour Group Website
207-4	Country-by-country reporting	Annual Report, Endeavour Group Website
Materials		
301-3	Reclaimed products and their packaging materials	Page 70-73
Energy		
302-1	Energy consumption within the organisation	Page 66-67
Water and Effluents		
303-1	Interactions with water as a shared resource	Page 69
303-2	Management of water discharge-related impacts	Page 69
Emissions		
305-1	Direct (Scope 1) GHG emissions	Page 66, 80
305-2	Energy indirect (Scope 2) GHG emissions	Page 66, 80
305-3	Other indirect (Scope 3) GHG emissions	Page 66, 80
Waste		
306-3	Waste generated	Page 66, 72, 73, 80
306-4	Waste diverted from disposal	Page 66, 72, 73, 80
306-5	Waste directed to disposal	Page 66, 72, 73, 80
Labor/Management relations		
We notify team members as soon as practicable, and in accordance with legislative requirements		
402-1	Minimum notice periods regarding operational changes	Page 80

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GRI STANDARD		PAGE
Occupational Health and Safety		
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
Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	Page 23-25, 28, 44-53
405-1	Diversity of governance bodies and employees	Page 18-19, Endeavour Group Website
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Page 80
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2023 Modern Slavery Statement Page 80
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	2023 Modern Slavery Statement
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2023 Modern Slavery Statement
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	2022 Reconciliation Action Plan, Page 48-51
413-2	Operations with significant actual and potential negative impacts on local communities	2022 Reconciliation Action Plan, Page 48-51

GRI STANDARD		PAGE
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	2023 Modern Slavery Statement
414-2	Negative social impacts in the supply chain and actions taken	2023 Modern Slavery Statement
Public Policy		
415-1	Political contributions	Page 80
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Page 26-33
Marketing and Labelling		
417-1	Requirements for product and service information and labelling	Page 30-31

Corporate directory

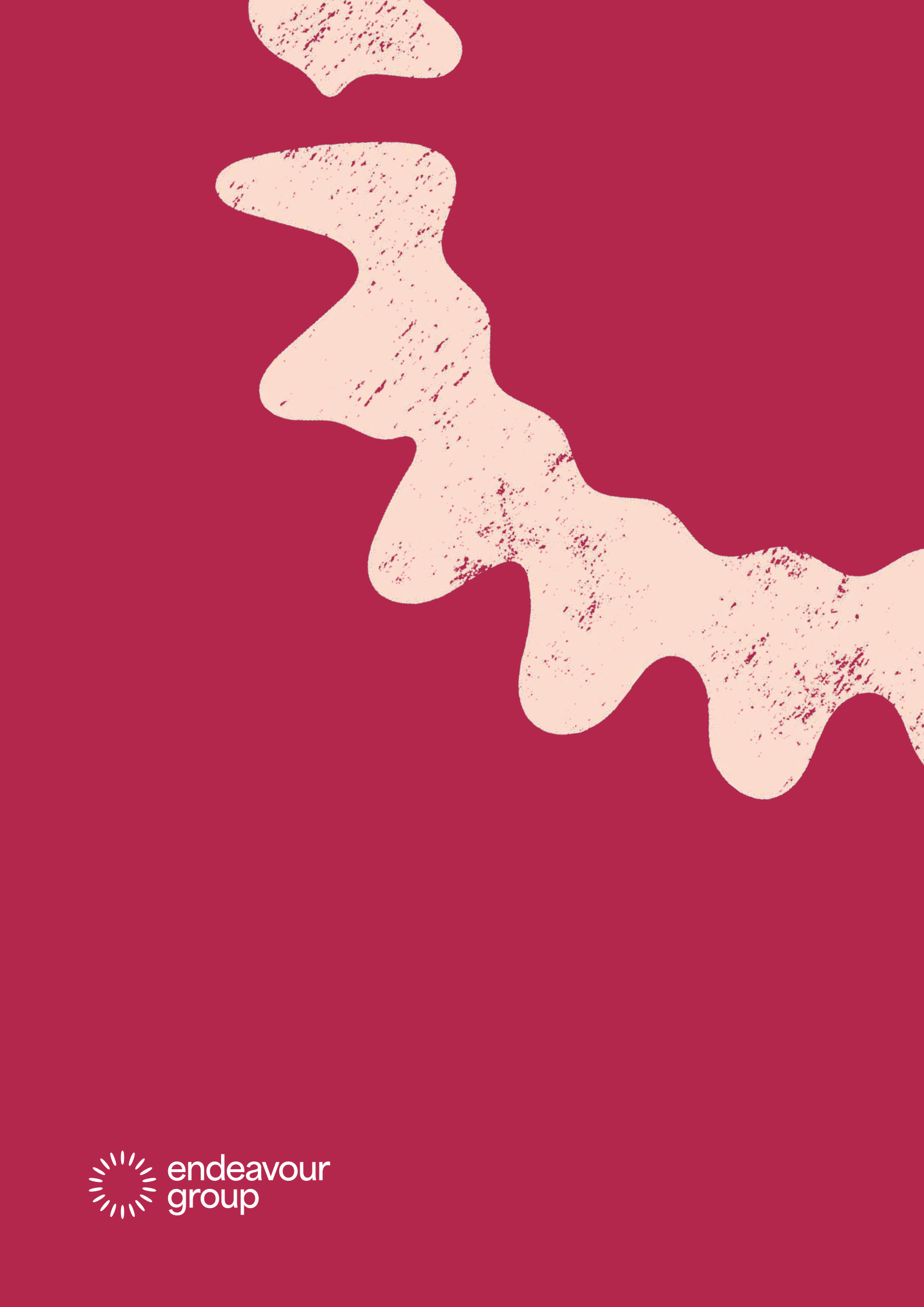
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