

Sustainability Report 2022



Looking to the future

Our ESG Program sets out the actions we will take to ensure we consistently and sustainably deliver on our responsibilities as a provider of essential network infrastructure, products and services.

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Leadership Message



Elizabeth Coutts
Chair

Welcome to the second Sustainability Report for EBOS Group in which we share information and insights about the Environmental, Social and Governance (ESG) policies, initiatives and performance of our diversified portfolio of healthcare and animal care businesses.

Reflecting on 100 years of service

This year, EBOS marked the centenary of the start of our corporate journey, which began in 1922 when Early Brothers Trading Co. Ltd was founded in New Zealand. We are immensely proud of our heritage; growing and evolving from humble origins into the expansive and progressive organisation that we are today.

Looking out for future generations

EBOS specialised in surgical supplies in the 1950s, commenced trading in Australia in the late 1980s, and ventured into animal care in 2011. At every stage of our growth and development we have embraced scientific, technological, social and economic change to make positive contributions in the communities we serve. As we embark on the next one hundred years, we will continue to invest in new opportunities to promote better health and wellbeing for current and future generations.

Strategies update

In FY22, EBOS has progressed several new initiatives to deliver on our ESG Program, including setting targets, milestones and Key Performance Indicators (KPIs) for Environmental Stewardship, Consumer Packaging, Ethical Sourcing and Our People.

Leading by example

EBOS celebrates unity in diversity. Within our organisation we continue to build our leaders capability through our Integrity training on key people policies together with Cultural Awareness training.

Worker safety, health and wellbeing is another major priority across EBOS. This year, there has been marked improvement in our work safety performance with a significant reduction in the frequency rate of recordable injuries. We have also launched our 'Be Well from Anywhere' program again offering a range of activities to improve the physical and emotional wellbeing of our people.

Partnerships for sustainable development

Every pillar of our ESG Program engages with key stakeholder groups to achieve shared goals. From our own brand businesses aligning with the Australian Packaging Covenant Organisation (APCO) on creating a circular economy, to investing in charities doing tremendous work in our communities such as Ovarian Cancer Australia, LandSAR, BackTrack and Cerebral Palsy Alliance.

This year, we celebrated 15 years of partnership with Greenfleet, a leading not-for-profit working to protect the climate by restoring native forests. Since 2007, our healthcare segment has offset estimated annual transport emissions from customer deliveries with carbon credits from Greenfleet totalling over 90,000 tonnes of CO₂e.

Plans towards carbon neutrality

More New Zealanders and Australians than ever before are voicing their concerns about the effects of climate change on our ecology, economy and society. In response to the emerging climate crisis, EBOS supports widespread consensus that governments, corporates and civil society must work together to limit global warming within 1.5 degrees Celsius of pre-industrial levels.

The EBOS Board has taken decisive action by approving the scoping of an 18.8MW solar array. This major piece of infrastructure is planned to meet the total annual electricity demand of our Australian operations. EBOS is also progressing plans to work towards carbon neutrality, aiming to be carbon neutral for Scope 1 emissions in FY23*.

In the meantime, we will continue to improve energy efficiency across our organisation and invest in solar power generation at other sites.

No time like the present

The success we have achieved as a business over the past century is the result of the combined efforts of our people. With their commitment to each other and the businesses and communities we serve, there is no limit to what we may achieve in the next one hundred years. It is a privilege to lead such a dynamic and dedicated team.

We thank all of our stakeholders for their ongoing support.

*Excludes LifeHealthcare, Transmedic and Australian Biotechnologies.

Towards the next 100 years

When the Early Brothers Trading Co. Ltd commenced operations in New Zealand in 1922, it was an optimistic time to start a business as the country was emerging from the Spanish flu pandemic and First World War to embrace the modern era. Now, a century later, people and their animals in our communities throughout New Zealand and Australia enjoy vastly improved standards of living, benefitting collectively from incredible advances in many aspects of our lives.

As society evolves, so do our businesses. We reflect with pride on EBOS' transformation from a small, family firm to the largest and most diversified Australasian marketer, wholesaler and distributor of healthcare, medical and pharmaceutical products, as well as a leader in animal care brands. By embracing technological change and scientific advances, we provide better products, solutions and services to meet the needs of our communities.

EBOS has been active as a responsible corporate citizen and committed partner in sustainable development for a long time and we are excited




for our next one hundred years. We believe in the power of people working together to bring about positive change as demonstrated by the success of our enduring partnerships with our key stakeholders — investors, employees, suppliers, customers, clients, consumers, patients and community-based organisations.

This Sustainability Report outlines our strategies for several high priority topics within our ESG Program. We are proud to work with valued partners making a difference in many important ways, from finding a cure for ovarian cancer to feeding rescue dogs. In the fight against climate change, we are reducing the impact of our operations, enhancing the resilience of our network and offsetting our emissions by revegetating critical habitat in partnership with Greenfleet, a not-for-profit environmental organisation with whom we have had a close relationship for 15 years.

When it comes to facing up to social and environmental challenges in our communities, we are all in this together.

Focused on the Goals

At EBOS, we evaluate the success of our business by considering our impacts on economy, society and the environment because we know that all three facets of our performance are integrally linked. The United Nations 2030 Agenda identifies 17 Sustainable Development Goals (SDGs) outlining a blueprint for a better and more sustainable future. Our ESG Program aligns strategically with three goals and nine targets where we feel we can make the most significant difference.

 3 Good Health and Wellbeing		 8 Decent Work and Economic Growth		 13 Climate Change	
Target 3.3	Fighting communicable diseases	Target 8.5	Decent work with equal pay	Target 13.1	Strengthen resilience to climate related disasters
Target 3.4	Reducing mortality from non-communicable diseases	Target 8.7	Ending Modern Slavery	Target 13.3	Build knowledge and capacity to meet climate change
Target 3.8	Achieving universal health coverage	Target 8.8	Promoting safe work environments	Target 13A	Implement the UN Framework Convention on Climate Change

The way we measure and disclose meaningful information about our Group's performance is also guided by international best practices from the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB).

ESG highlights for FY22



*Includes LifeHealthcare, Transmedic and Australian Biotechnologies.

About EBOS

Every day, communities across New Zealand and Australia benefit from the work we do.

EBOS Group is the largest and most diversified Australasian marketer, wholesaler and distributor of healthcare, medical and pharmaceutical products. It is also a leading marketer and distributor of recognised animal care brands.

EBOS operates from 109* locations across New Zealand, Australia and Southeast Asia. Our value chain encompasses 'own brand' manufacturing and retail businesses, wholesale and distribution to a wide ranging network of business customers, as well as direct marketing to consumers.

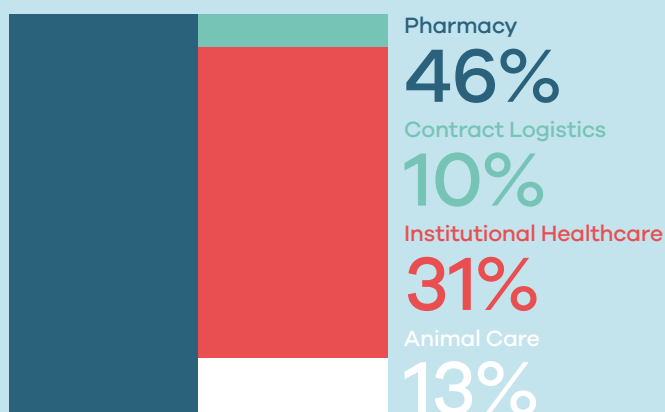
LifeHealthcare, Transmedic and Australian Biotechnologies

On 31 May 2022 we announced the successful completion of the acquisition of LifeHealthcare, Transmedic and Australian Biotechnologies. LifeHealthcare is one of the largest independent distributors of third-party medical devices, consumables and capital equipment in Australia, New Zealand and Southeast Asia. We plan to assess and integrate the sustainability initiatives of LifeHealthcare within the broader EBOS Group over the next financial year. Therefore this Sustainability Report does not include the initiatives of LifeHealthcare, Transmedic and Australian Biotechnologies for FY22. Targets in this Sustainability Report exclude LifeHealthcare, Transmedic and Australian Biotechnologies.

Gross operating revenue by Segment



Gross operating revenue by Division



FY22 Highlights

\$10.7b

revenue

12,765

shareholders

\$228.2m

underlying net profit after tax

129.0c

underlying earnings per share

109*

locations within New Zealand, Australia and Southeast Asia

65* Australia

23* New Zealand

21* Southeast Asia

5,000**

employees

*Includes all offices and warehouses in New Zealand, Australia and Southeast Asia including LifeHealthcare, Transmedic and Australian Biotechnologies. Office location data within the remainder of the report excludes LifeHealthcare, Transmedic and Australian Biotechnologies.

** Includes LifeHealthcare, Transmedic and Australian Biotechnologies. People data within the remainder of the report excludes employee data from LifeHealthcare, Transmedic and Australian Biotechnologies.

EBOS Group Overview

EBOS' success is built on a diverse range of industry leading brands spanning community pharmacy, institutional healthcare, contract logistics and animal care.

Healthcare



Community Pharmacy



Institutional Healthcare



Contract Logistics



Animal Care



Animal Care

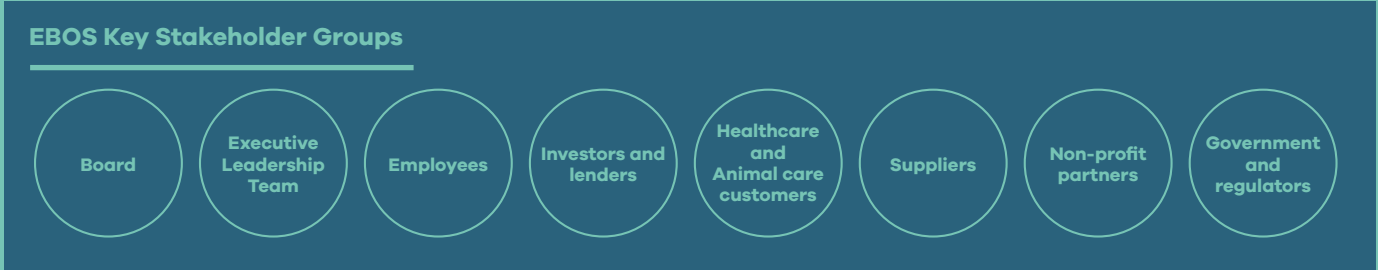


Our ESG Program

Materiality matters

Material topics are those that have significant impact on the sustainability of EBOS' business and our stakeholders. Our ESG Program, which has been initiated by our Board, is built on the findings of a materiality assessment that we conducted in FY21 as outlined in our 2021 Sustainability Report. As we

continue to develop and refine our ESG Program, we are continuously reflecting upon the views of our key stakeholder groups, benchmarking our performance against industry partners and peers, and evaluating trends in international ESG reporting standards.



The Group's ESG Program comprises **20 ESG topics** organised under **five pillars**. The first three pillars represent material topics that matter most to people (and their pets) who are impacted by our business: Health & Animal Care Partners, Consumers & Patients, and Community & Environment. Underpinning the

Group's management approach to these three pillars is our commitment to getting the best from Our People and conducting our corporate affairs with ethics and integrity as a Responsible Business.

Health & Animal Care Partners

Delivering essential infrastructure for human and animal health

- Community service role
- Nurturing customer and government relationships

Implementing robust systems

- Business continuity management
- Data and technology security/privacy

Consumers & Patients

Managing the impacts of our products

- Packaging and Waste
- Ethical Sourcing

Upholding our Quality Promise

- Quality Management
- Compliance

Community & Environment

Environmental Stewardship

- Minimising our impact
- Carbon offsetting

Reaching out to help out

- Supporting causes close to us
- Advancing equity, fairness and opportunity in society

Our People

- Employee safety, health and wellbeing
- Culture and engagement
- Talent and capability
- Performance and reward

Responsible Business

- Legal compliance
- Reporting with integrity
- Ethical behaviour
- Corporate governance

ESG Governance

The mandate for delivery on our ESG Program comes from the very top.

The Board of Directors is ultimately responsible for sustainability at EBOS. The Board of Directors approves, oversees and monitors EBOS' sustainability framework and strategy, including the ESG Program outlined in this report and climate related risks and opportunities.

The Chief Executive Officer and his Executive Leadership Team are responsible for the delivery of the ESG Program. In order to ensure close alignment of our ESG goals and initiatives with overall corporate strategy, the ESG Steering Committee was established in 2020. The Committee comprises senior executives that are responsible for implementing our ESG Program and strategies, benchmarking and evaluating our performance and evaluating emerging sustainability risks and opportunities for the Group. The ESG Steering Committee is chaired by the Executive General

Manager, Strategic Operations, ESG and Innovation who has extensive knowledge and experience in relation to the Group's operations and strategy.

In FY22, sub-strategies were developed and enhanced to deliver on our ESG Program, including setting targets, milestones and Key Performance Indicators (KPIs) for Environmental Stewardship, Packaging and Waste, Ethical Sourcing and Our People – Health, Safety and Wellbeing, Culture and Engagement, Talent and Capability, and Performance and Reward. These sub-strategies were approved by the Board.

In order to ensure appropriate governance and oversight, the Board receives regular reports regarding the progress of the ESG Program, sub-strategies and ESG topics outlined in this report. Further details of the reporting provided to the Board is set out in 'Responsible Business' section of this report (see page 44).



Memberships and associations

Business and industry associations can have significant influence on charting the course for corporate sustainability. In order to share experiences and advocate for best practices in the pharmaceutical and medical technology sectors, EBOS works closely with industry partners and peers throughout New Zealand and Australia as members of the following associations.



National Pharmaceutical Service Association (NPSA)

The peak organisation representing full-line pharmaceutical wholesalers in Australia.



Medicines New Zealand

Representing modern medicines recognised as life-changing, breakthrough and leading therapies in New Zealand.



Medicines Australia

The leading industry body for research-based medicines in Australia.



Medical Technology Association of NZ

The leading industry body representing medical technology manufacturers, importers and distributors in New Zealand.

Health and Animal Care Partners

EBOS enables reliable and efficient healthcare and animal care across New Zealand and Australia.

With a significant portfolio of leading businesses – and depth of experience – we work closely and collaboratively with our private and public customers to help them deliver the best care and service for patients and consumers.



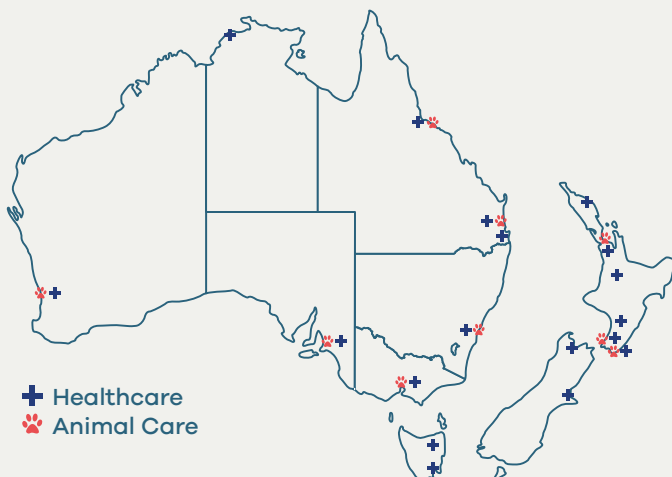
No matter the context, we strive to put our customers first in every interaction that we have with them by listening to their needs, offering distinctive value, and building long-lasting relationships. In FY22, we implemented a Net Promoter Score (NPS) survey within our Australian medicines wholesaler business, Symbion, and we plan to extend this to other healthcare businesses in FY23. The findings of the surveys will form an important part of our ongoing strategy to continually improve service levels to our valued customers.

In this section, we address the following ESG topics that are material to our business and highly significant for our stakeholders:

- Delivering essential infrastructure for health
- Implementing robust systems

Delivering essential infrastructure for health

EBOS is an integral provider to the Australasian healthcare market. Our expanding network of distribution centres based in New Zealand and Australia offer unrivalled coverage and distribution capability for health and medical products and support requirements.



More modern and energy efficient Healthcare infrastructure development projects that were commenced, underway or completed in FY22 include new medical consumables distribution centres in Sydney and Perth, expanded pharmacy distribution centres in Brisbane and Melbourne, and new Contract Logistics distribution centres in Auckland and Sydney.

These investments significantly increase our storage capacity thereby enhancing the resilience of our businesses in the face of ongoing disruptions to the global medical supply chain.

Designed and built to handle tens of thousands of products per day, HCL Australia’s new facility in Sydney is a prime example of how we are investing to keep pace with the expanding needs and expectations of our customers for best-in-class logistics, specialty storage, repackaging capability and business continuity protection, including future automation options.

With a 6-Star Energy rating and full solar array, the design of this facility delivers significant energy savings. Its strategic location features a low risk profile for environmental hazards such as flood and fire, and provides opportunities to optimise road and air transport links in close proximity to a growing labour pool. The new site is due for completion in 2023.

EBOS Healthcare moved into its new Wetherill Park, NSW, facility in November 2021. At 12,000 sqm of warehouse and 650 sqm of office it has allowed EBOS Healthcare to enter into the market of 3PL storage and distribution for medical devices and consumables, securing its first anchor customer and setting itself on a trajectory for growth in this very important and growing market.

Featured developments strengthening our ‘essential infrastructure’

**Symbion
Keysborough, VIC**

Beginning construction in FY22, we are adding 3,000 sqm of storage space and investing in automation and supporting infrastructure at this existing site.

**Symbion
Acacia Ridge, QLD**

Our new 3,000 sqm expansion at this existing site increased capacity for storage of 4,500 additional pallets.

**Healthcare
Logistics, Auckland**

Due for completion in FY23, our new 12,500 sqm facility will be the biggest in New Zealand standing at an impressive 16.7m in height with capacity to store 13,400 pallets.



Community Service Obligation

Community pharmacies and Community Service Obligation (CSO) wholesalers fulfil a vital role in ensuring that all Australians enjoy reliable and affordable access to essential medicines under the Pharmaceutical Benefits Scheme (PBS) and National Diabetes Services Scheme (NDSS).

As a CSO distributor, our Symbion business upholds specified service standards and compliance requirements to ensure the quality of CSO products and the timeliness of their supply to every location, including rural and remote areas, usually within 24 hours.

Distribution of Rapid Antigen Tests provides important detection against COVID-19 transmission

Throughout the pandemic, EBOS' Healthcare segment has been at the forefront of supplying critical Rapid Antigen Tests (RATs) that provide an important layer of detection of COVID-19 transmission.

EBOS Healthcare has distributed RATs to at-risk groups across New Zealand and Australia, including tests requested from the Department of Health (DoH) in Australia on Christmas Eve. To address the lack of stock in the local market, our Group self-sourced tests from overseas markets. Since self-tests were approved in Australia in November 2021, Symbion has delivered RATs to pharmacies and hospitals nationwide.

In New Zealand, Healthcare Logistics (HCL) continues to serve as an integral distribution partner in support of the national COVID-19 response from the Ministry of Health (MoH). In November 2021, we leased additional warehouse space and consolidated MoH activity across our businesses to create a central hub for the distribution of Personal Protective Equipment (PPE) and RATs around the nation.

EBOS receives, stores and distributes these items to frontline health workers and other eligible groups such as the Police and Correctional Services.

EBOS, through its HCL business, has also helped to distribute pulse oximeters for monitoring blood oxygen levels of patients in the community through a returnable asset management program. During the Omicron surge in early 2022, HCL's daily warehouse activities increased from 50 pallets and 200 outbound lines to 450 pallets and 1,400 outbound lines. More than 3,800 pulse oximeters were delivered to patients' homes, of which almost all were received within 24 hours of referral.



*Our reporting boundaries have been updated since FY21 to exclude duplication of customers and product lines across different EBOS businesses.

Implementing robust systems

Two years of navigating COVID-19 challenged our business; testing and challenging our systems and procedures in unprecedented and dynamic fashion.

Business continuity plans (BCPs) and disaster recovery procedures are integral to managing risk in our healthcare system and our COVID-19 experience has given us confidence that our systems are working.

As a group we are on a journey of continuous improvement, and we will look to incorporate lessons learned during the pandemic into our BCPs.

We continue to take proactive steps to evaluate operational risks of fire, flood and other natural hazards in our distribution centres using comprehensive site assessments, which are undertaken as one of the first steps in any new facility assessment.

The risk of disruption to transport and utilities, potential for industrial action, and physical or information security breaches are regularly reviewed, and mitigated, where reasonably possible.

Information management systems

Data protection and security is of increasing importance to businesses and individuals. Those who provide data to us, whether they be customers,

partners, or employees, rightly expect us to keep their data safe and we will continuously strive to meet best practice with respect to data protection and security. We are committed to protecting the confidentiality, integrity, and availability of data, in particular personal data, in accordance with the principles set out in our Security Policy, IT Security Management Policy, Privacy Policy and related guidelines or procedures.

Governance – Board, Audit & Risk Committee

Data protection and security is a multi-faceted program with shared responsibilities across the business. In respect of privacy, a Data Privacy Steering Committee has been established with members from functional departments who share responsibility for the program. The Data Privacy Steering Committee oversees all data protection issues, actions, and decisions across EBOS Group and its subsidiaries. It holds responsibility for decision making and endorsement of data protection strategy, policies, and procedures.

Enhanced capabilities focus areas

In FY22, we developed and implemented a sub-strategy on data security to put in place an industry leading data security program focused on 18 areas of improvement (refer to the table below).

Enhanced capabilities sub-strategy

Endpoint Detection and Response	Vulnerability Assessment Service	Identity Access Management	Security Information and Event Management	Privileged Access Management	Cloud Access Security Broker
Data Loss Prevention	Security Web Gateway	Domain-based Message Authentication, Reporting, and Conformance	Security Email Gateway	Cloud Workload Protection Platform	Application Security Testing
Web Application Firewall	Governance, Risk, and Compliance	Vendor Risk Management	Privacy Impact Assessment	Regularly scheduled Penetration Testing	Incident Handling and Tracking

In securing our environment, we employ a defence-in-depth model providing redundant defensive models between our data and any malicious actors. Our approach is to simplify and standardise our environment, reducing our footprint, and employ appropriate technology solutions wherever possible backed up by regular employee education and training.

In FY22, we were not aware of any breaches of customer privacy and/or identified leaks, thefts, or losses of customer data.

TerryWhite Chemmart has continued to build and consolidate its reputation as one of Australia's leading community pharmacy networks.



TerryWhite Chemmart realises even greater strength in numbers

In FY22, TerryWhite Chemmart (TWC) continued to build and consolidate its reputation as one of Australia’s leading community pharmacy networks. In March, we celebrated the opening of the 500th store located in Sydney. In just three years*, the network has expanded by some 100 new pharmacies, reinforcing our commitment to ensuring that every Australian enjoys more convenient access to professional and affordable healthcare support and pharmacy services.

Vaccination programs

During FY22, TWC reached another important milestone of delivering one million COVID-19 vaccinations, making the network the largest community pharmacy contributor to the national rollout of COVID-19 vaccines**. Recognising the incredible effort of 1,500 vaccinating pharmacists, TWC received the 2022 Customer Experience of the Year Award from Inside Retail in the Medium to Large Business category.

With the ongoing focus on COVID-19, it is easy to neglect another important vaccination – the annual flu vaccination.

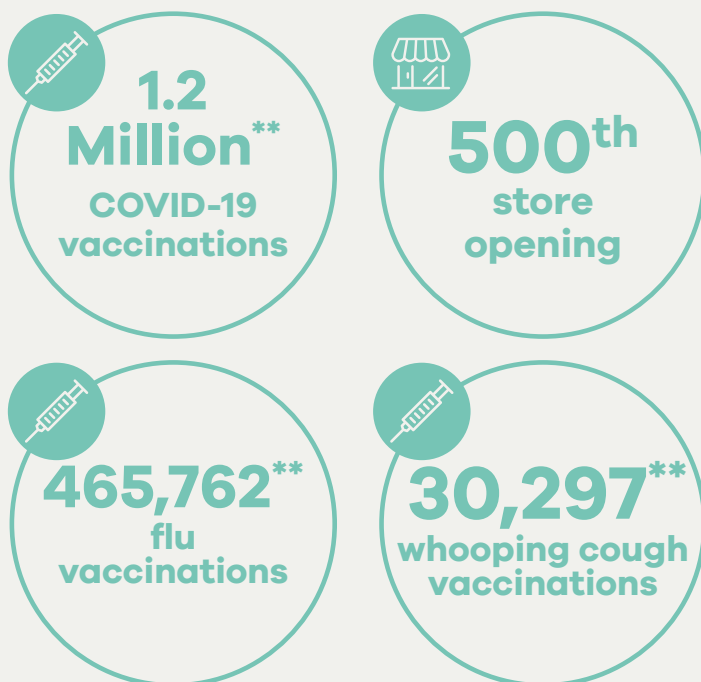
TWC strives to combat complacency about influenza. In 2021, more than a quarter of all pharmacist-administered flu vaccines in Australia were delivered through the TWC network. Our targeted media campaign reached out to more than 13.7 million Australians imploring them to roll up their sleeves and received the highest accolade at the Public Relations Institute of Australia Golden Target Awards.

Masterclass market-leading education

TWC takes pride in delivering market-leading pharmacist education through its signature training program, Masterclass.

In June, more than 400 pharmacists and pharmacy professionals attended this year’s Masterclass Summit on the Gold Coast and focused on building knowledge and practical skills that help them to practice at the top of their scope.

Every year TWC aims to deliver quality content that enables their pharmacist network to practice to the fullest and imbed themselves as healthcare leaders in their respective communities.



*From FY20-FY22 ** In FY22

Net Promoter Score

TWC’s commitment to putting customers first is central to the networks success. In mid-2018, we introduced a Net Promoter Score (NPS) to monitor and evaluate the level of satisfaction among 10,000+ rewards customers on a weekly basis. Since its inception, the score has improved from an initial 75 to now 87 out of 100, highlighting the high regard held by customers for the brand and our network partners.

Some comments from our valued customers:

“I always go to this pharmacy. The staff are always helpful and have time for a chat which makes you feel welcome. Nothing is ever a problem if you need any information. Thank you it is a nice change to be treated as a person not just a number.”

**NPS of 10/10 (100%)
TerryWhite Chemmart
Warwick**

“Service is always A1! Staff are all well informed, friendly and attentive. Careful questions are always asked in case medications are taken in conjunction with others. The pharmacists are always prepared to discuss concerns and give advice. To sum it up - you feel that you matter, that they care. That’s why I only go to TerryWhite Chemmart for items I need from a pharmacy and my prescriptions. And I haven’t even covered their cosmetics and gift range and the fact that they have a nursing station ...”

**NPS of 10/10 (100%)
TerryWhite Chemmart
Rockingham Centre Read Street**

Consumers and Patients

At EBOS, we strive to build and maintain trust through responsible business choices.

EBOS touches the lives of millions of consumers and patients each day. We are committed to serving our stakeholders with goods and services that are not only safe, effective and affordable, but also healthy for people, animals and the planet. Our focus is on continually enhancing the fundamentals of good quality, safety, social responsibility and environmental protection.



The goal of the Group's strategy on Ethical Sourcing is to engage with suppliers who are aligned with our corporate values on protecting Human Rights and the Environment.



In this chapter of the report, we address the following topics that are material to our business and highly important for stakeholder groups representing 'end users' and 'ultimate beneficiaries':

- Managing the impacts of our products
- Upholding our quality promise

Ethical Sourcing

EBOS sources a wide range of finished products, ingredients and other materials from third party suppliers for our 'own brand' manufacturing and retail businesses, distribution and wholesale networks. These supply chains are extensive and sometimes complex.

In addition to helping ensure the quality of our services and products, the goal of the Group's strategy on Ethical Sourcing is to engage with suppliers that are aligned with our corporate values on protecting Human Rights and the Environment.

We are in the process of enhancing our structured framework to assist business units with evaluating suppliers on ESG compliance and performance in addition to commercial assessments. Initially the rollout of this initiative is focused on our Animal Care business.



**Our reporting boundaries have been updated since FY21 to exclude duplication of products lines and suppliers across different EBOS businesses.*

Focus Areas of our Ethical Sourcing Framework

Modern slavery

Child labour

Compliance with labour laws, including wage compliance

Health and safety

Environmental standards

Compliance with other laws, including international sanctions



Commencing 2025 or earlier, we plan to convert all packaging for our Grocery brands into reusable, recyclable, or compostable materials.

Consumer Packaging

EBOS is committed to adopting more sustainable packaging for products developed or marketed by us. Our management approach to this topic encompasses all packaging for which we have control, including phasing down single-use plastic wherever practicable throughout our value chain.

As a Group, we have aligned with the Australian Packaging Covenant Organisation (APCO) to foster a circular economy for packaging that will not only minimise the amount of waste disposed to landfill but also retain and optimise value of materials, energy and labour within our local communities.

Our product development and marketing teams at EBOS’ own brand businesses, such as Masterpet, Red Seal, Faulding and Sentry must overcome various challenges to realise these ambitions. This is why the Group’s strategy sets out high-level

goals while providing each business unit with a suitable degree of flexibility taking into account market-specific conditions, particularly the needs and expectations of customers and consumers, applicable health and safety standards, as well as advances in available technologies.

At Masterpet, for example, it is critical to test extensively for shelf-stability of pet foods and treats before launching new packaging. Meanwhile, at Endeavour, global supply chain issues associated with the COVID-19 pandemic have necessitated focus of resources on tactical supply solutions leading to reprioritisation of planned sustainability initiatives in the short-term.

The Group has established a Sustainable Packaging Steering Committee to coordinate activities, leverage insights and experiences, and monitor and report on progress.

Sustainable packaging development journey

Our strategy on consumer packaging aligns with the APCO recommendations to guide our business units on our journey through a five-step process.



FY22 Highlights

- In FY22, Masterpet and Sentry achieved 'Advanced'-level APCO performance ratings, indicating tangible action on optimising use of recyclable materials, increasing reusable packaging and improving recoverability of packaging at end-of-life, among other indicators of progress.
- Masterpet is engaging actively with major packaging suppliers on our sustainability program. Our goal is for 80% of Masterpet packaging to be recyclable by 2025.
- Sentry uses Forest Stewardship Council (FSC) certified paper for own-brand packaging and its product lines with 400gsm gray inside and white outside carton packaging are made of 50-70% recycled material.
- Endeavour Consumer Health has launched a new range of dietary supplement products packaged in plant-based material derived from sugarcane, which are 100% recyclable.

Quality Management

To ensure our stakeholders have trust in us to deliver goods and services that meet and exceed their expectations, Quality Management is an essential consideration in all of the businesses we run. We strive to enhance our management approach to Quality with deliberate focus on end users by putting their wellbeing at the heart of all key decisions.

At EBOS, Quality Management incorporates various aspects of service and product quality:

- **Service Quality** - In our distribution businesses we focus on delivering precisely what's needed at the specified time. This segment in Australia abides strictly with service standards and compliance requirements from the CSO Funding Pool Operational Guidelines, the Australian Code of Good Wholesaling Practice for Medicines (Schedules 2, 3, 4 and 8) and International Quality Management Standard: ISO 9001.
- **Product Quality** - In our manufacturing businesses we must ensure strict compliance with regulations and standards. Across several business units, we have attained certifications for Quality Management Systems, including for the sale, warehousing and distribution of medical supplies as well as manufacturing of consumer products. The certification process helps to ensure our teams maintain strong motivation for continuous improvement.

Product Quality Focus Areas



- Ensuring that our products are of the highest standard and meet all regulatory approvals
- Preventing product recalls, and ensuring effective management of such recalls, including clear and unambiguous communication
- Minimising customer complaints and handling any concerns respectfully, thoroughly, and expeditiously
- Making sure that we can substantiate any health claims we make
- Having robust quality systems that allow us to detect deviations

Service Quality Focus Areas



- Ensuring products under our custody or control are not damaged by contamination, pests and changes in temperature
- Continued delivery of products that are authentic and high quality
- Preventing the theft or loss of scheduled medicines, and supply of medicines without the correct licensing

More than 45%
of the high-quality
ingredients are
sourced within
200km of the facility,
reducing transport
miles.



Masterpet's Pet Care Manufacturing Facility

As an industry-leading supplier of premium pet food, our Masterpet division is always investigating new ways to help pets across New Zealand and Australia live happier and healthier lives.

We are now manufacturing our high-quality Black Hawk brand dog and cat kibble inhouse for the first time thanks to a new \$80 million purpose-built pet care manufacturing facility in Parkes, NSW.

More than 45% of the high-quality ingredients are sourced within 200km of the facility, reducing transport miles.

We also have clearer oversight of the supply chain, meaning better products for our customers and better nourishment for their pets. Farmers and growers are producing oat crops which meet our stringent standards and specifications and we are proud of our commitment to regional communities.

All meat and salmon used at the facility is 100% Australian and we have an Australia first approach to all other ingredients, in another example of our commitment to use carefully selected and quality ingredients in our products.

All Black Hawk dog food is formulated to meet nutritional levels established by the Association of American Feed Control Officials (AAFCO).

Our Black Hawk Grain Free dog food contains a higher percentage of meat than many other brands and no fillers.

The Black Hawk vets and animal nutritionists create recipes with natural ingredients and added vitamins, minerals and amino acids for optimal animal health.



LifeHealthcare

Whether it's a simple procedure, an emergency operation, or a complex joint or disc replacement, surgery can be daunting for patients, their families and their friends.

At LifeHealthcare, the quality of the surgical products we distribute is paramount to our success and patient recovery.

Patients can be assured that all LifeHealthcare products used in their surgery have been rigorously assessed as part of the quality management process.

This exacting process spans:

- Onboarding of new suppliers
- Annual evaluations and assessment of existing suppliers
- Pre-market assessments leading to TGA/Medsafe registrations
- Post-market surveillance and continual improvement opportunities, ensuring our products are of the highest quality possible.

LifeHealthcare has a portfolio of products in channels that include spine, orthopaedics, robotics, plastics and reconstructive surgery, and interventional neurovascular surgery.

Working with our global partners, our staff work closely with healthcare professionals to ensure the highest standards of patient care.

Community and Environment

Healthy communities are central to everything we do at EBOS.

For many years, EBOS has strived to 'help out' by providing support to various charities and other organisations focused on making our communities more equitable, cohesive and resilient. These partnerships are important because they speak to what our people stand for as individuals, as well as representing the corporate culture of our brands and our organisation as a whole.

However, community investment alone is not enough. As healthcare and animal care specialists, we know that environmental sustainability is integral for protecting and promoting human and animal wellbeing. That's why we are investing in renewable energy, cutting our carbon emissions, and implementing sustainable business practices to lead by example as a responsible corporate citizen tackling climate change.



In this chapter we address the following topics that are material to our business and important for our local communities in New Zealand and Australia:

- Environmental Stewardship
- Reaching out to help out

Environmental Stewardship

Water stress, rising sea levels, regional disturbances in rainfall patterns, and increased frequency and intensity of fires and heat waves are among the effects of global warming already impacting local communities in New Zealand and Australia. In response to the emerging climate crisis, EBOS supports widespread consensus around the world that governments, corporates and civil society must work

together to limit global warming within 1.5 degrees Celsius of pre-industrial levels.

Carbon Neutrality Statement

In FY22, the EBOS Board endorsed the commencement of our journey to becoming a Carbon Neutral organisation. We believe decisive action to reduce greenhouse gas emissions (GHGs) is not only an essential expectation of all responsible corporates, but that our business and stakeholders stand to benefit immensely in the longer term from the upside of effective strategies to bring about a low-carbon transition.

Our plan for achieving Carbon Neutrality involves two overarching strategies, combining several complementary initiatives and corresponding targets.



Minimising our Impact

We will reduce emissions from business operations under our management control in New Zealand and Australia.

Targets*

- Reduce our energy consumption by 15% through efficiency measures **by FY25**
- Generate renewable energy to meet the electricity demand for all Australian operations **by FY27**
- Achieve an average 4-stars NABERS Energy rating at our highest energy-consuming sites **by FY28**



Carbon Offsetting

We will obtain and retire carbon credits to offset residual emissions that we are unable to reduce further.

Targets*




- Neutral Scope 1 emissions **in FY23**
- Neutral Scopes 1 and 2 emissions **in FY27**
- Neutral Scopes 1, 2 and 3 building emissions **in FY28**
- Continue to offset the estimated greenhouse gas emissions from transport associated with customer deliveries in the healthcare segment with Greenfleet

*Excludes LifeHealthcare, Transmedic and Australian Biotechnologies.

To support these strategies, we are improving our environmental management systems and will publicly disclose our performance in line with national and international best practices. As part of our ESG Program, we have established a governance

framework to oversee delivery of our Carbon Neutral Plan. We will continue to improve and refine our risk management system and ESG Governance structure to help us identify, mitigate and manage climate-related risks.

 <p>SCOPE 1</p> <p>Scope 1 emissions are generated by machinery or equipment owned/controlled by EBOS. These are driven predominantly by gas-powered drying and heating.</p>	 <p>SCOPE 2</p> <p>Scope 2 emissions are linked to consumption of electricity on sites that are owned/controlled by us. Since grid-purchased power in New Zealand is ~90% renewable, the vast majority of these emissions arise in our Australian operations.</p>	 <p>SCOPE 3</p> <p>We have started to estimate Scope 3 emissions arising from essential business activities in our value chain such as waste disposal, road transport in our distribution network, staff commuting and data storage. Although more difficult to address, in due course we plan to tackle these indirect emissions progressively in a structured way.</p>
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 <p>105,510 GJ Total energy consumption</p>	 <p>741 tCO₂e Scope 1 GHG emissions</p>	 <p>14,542 tCO₂e Scope 2 GHG emissions</p>
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Please refer to the ESG Data Summary on page 51 for FY21 and FY22 environmental impact data, including explanatory notes on defined terms and calculation methodologies.

FY22 Highlights

- Finalised Environmental Stewardship strategies and are in the final stages of completing our Carbon Neutral Plan
- Finalised Sustainability Guide for properties
- Finalised development and selection of data capture and reporting processes and systems for all Scope 1 and 2 building emission sources



To support these strategies, we are improving our environmental management systems and will publicly disclose our performance in line with national and international best practices.



The EBOS Board has approved the scoping of an 18.8MW solar array to demonstrate the Group's commitment to cutting carbon emissions.

Rooftop solar at Symbion Underdale, South Australia.

Solar array scoping receives Board approval

The EBOS Board has approved the scoping of an 18.8MW solar array to demonstrate the Group's commitment to cutting carbon emissions. This array is sized to meet current and estimated future electricity needs of our Australian operations.

This initiative is a multi-year project and is scheduled to be delivered in four stages. The electricity generated from the first two stages will be used by our recently completed pet care manufacturing facility at Parkes, our most electricity-intensive facility. It is planned to consist of a rooftop solar array (stage one) and a ground mounted array (stage two) with a combined capacity of approximately 2,700kW. These arrays are planned for completion by the end of FY24.

It is proposed a further 16,100kW capacity will be added at stages three and four, with electricity to be fed into the grid to power our remaining Australian sites. Existing vacant land at our pet care manufacturing facility would be the preferred location for stage three, subject to regulatory and other approvals. The location for the stage four array is to be determined.

The ground-mounted panels are envisaged to be a 'single-axis tracking system', tracking the sun as it moves from east to west.

Electricity use accounts for two-thirds of our Group's Australian building emissions, predominantly at our warehouses, offices and pet care manufacturing facility.

A steering committee is overseeing the scoping and implementation of the solar array project which has been in the planning phase for more than a year.

While we look forward to delivering this major piece of infrastructure we continue to work on improving energy efficiencies across our organisation as part of our Carbon Neutral Plan.

This includes installing roof-mounted solar arrays at new and existing facilities in Victoria and New South Wales.



EBOS celebrates 15-Year partnership with Greenfleet

In 2007 EBOS began offsetting the estimated greenhouse gas emissions from transport associated with customer deliveries in the healthcare segment through a partnership with Greenfleet, a leading not-for-profit organisation that is committed to protecting our climate.

This year that alliance celebrates 15 years and is stronger than ever.

Greenfleet uses funds from corporate partners to protect the climate and capture carbon by restoring native forests and replanting degraded ecosystems.

Thanks to EBOS' help in 2021, Greenfleet planted native trees across 530 hectares in Victoria, New South Wales, Queensland and New Zealand with the vegetation to capture nearly 360,000 tonnes of carbon in their lifetime.

More than 120 hectares of koala habitat was also protected.

Since 1997, Greenfleet has planted nearly 10 million native trees across more than 500 biodiverse forests in New Zealand and Australia. Each forest is legally protected for up to one hundred years.

"Greenfleet is proud to have been partnering with EBOS to take practical climate action for 15 years. As an organisation, EBOS is leading the way in sustainability and since 2007, they have offset over 90,000 tonnes through our native reforestation projects", said Wayne Wescott, CEO Greenfleet.

"Through their commitment to protecting our climate, EBOS is helping grow legally protected native forests across Victoria, NSW, Queensland and New Zealand. These forests are growing into resilient ecosystems that are capturing carbon, building habitat for wildlife and improving water quality. We are proud of the impact we have made together and look forward to taking effective climate action with them into the future."



EBOS celebrates 15-Year partnership with Greenfleet at a tree planting event in Kinglake, Victoria. From left - EBOS CEO John Cullity, EBOS Transport Manager Bruce Blair, EBOS Corporate Communications Manager Jodi Gayton, EBOS General Counsel Janelle Cain and EBOS Chief Information Officer Andrea Bell.



The team at EBOS Healthcare preparing medical supplies for Ukraine.

Reaching out to help out

Over our history, EBOS has built many strong and enduring connections with communities in New Zealand and Australia. Central to these relationships is doing our bit to raise funds for, and support, organisations devoted to saving and changing lives.

UNICEF

Few people enjoy receiving an injection but COVID-19 highlighted how important vaccinations are in keeping people safe. To encourage employees to roll up their sleeves, in August 2021, EBOS introduced a COVID-19 vaccination incentive; donating \$75 to UNICEF for every employee who received the vaccination. As a result, 2,897 employees were vaccinated, raising \$217,000 for UNICEF's VaccinAid appeal.

These funds will go towards UNICEF's work to ensure that health workers, teachers, social workers and vulnerable people around the world receive protection from COVID-19 and that affected patients in poorer countries can receive the urgent medical supplies and oxygen they need.

"UNICEF has been working tirelessly throughout the pandemic to help deliver billions of vaccines to communities in low to middle income countries devastated by this virus", said Tony Stuart, CEO UNICEF Australia.

"What we learned very early on was that the only way to overcome it was by working together with partners like EBOS Group. In any crisis it is always children who are the most vulnerable, and with the generous donation by EBOS we have been able to protect more children, their families and communities. We thank EBOS Group for their leadership and in acting so swiftly to support our Give the World a Shot campaign."

Humanitarian Ukraine Relief

The Ukraine war has displaced millions, wounded and killed innocent civilians and torn families apart.

EBOS was swift to provide crucial medical supplies to global relief efforts after an urgent plea for help on behalf of the Australian Federation of Ukrainian Organisations.

Within days of the initial request for support, our team had selected, palletised and wrapped \$160,000 worth of stock to donate.

The crucial supplies were sent to a holding centre in Melbourne and Sydney for transport to Ukraine.

"On behalf of the International Coordination of Medical Aid for Ukraine, by the Australian Federation of Ukrainian Organisations, we would like to express our heartfelt thanks for your exceptional assistance in our efforts to gather medical supplies for the people of Ukraine, who have had their lives upturned by war", said Philip Botté, State Coordinator, Victoria, Australian Federation of Ukrainian Organisations.

"Without your kind coordination and generous assistance with donations of urgent medical items from EBOS Healthcare, we would not have been able to accomplish what we have in the past months, and we will be forever grateful."

Steptember

Steptember challenges participants to walk 10,000 steps a day for 30 days during September while raising money to help people across Australia and New Zealand, and the world, living with cerebral palsy; the most common physical disability in children.

EBOS has been supporting Steptember for 5 years and staff have raised \$96,815 for the initiative, administered by Cerebral Palsy Alliance.

In 2021 we raised \$32,873 and our team took an astounding 96,261,533 steps – which nearly equates to walking around Earth’s circumference twice!

The money goes to initiatives including early detection of cerebral palsy, research, telehealth, investment in mobility and communication aids, and state-of-the art therapy centres.

“It’s thanks to companies like EBOS that we are able to provide family-centred therapies, equipment and support for people living with cerebral palsy, and to fund research into prevention, treatment and cure of cerebral palsy”, said Rob White, CEO Cerebral Palsy Alliance.

“Thank you EBOS!”

Ovarian Cancer Australia

Every year 1500 Australian women are diagnosed with ovarian cancer – and for the past 16 years TerryWhite Chemmart has been supporting Ovarian Cancer Australia’s efforts to find a cure for the disease.

TerryWhite Chemmart has raised more than \$1.7 million for the Melbourne-based organisation.

“For sixteen years TerryWhite Chemmart has played an important role in the community for Ovarian Cancer Australia by sharing information and raising funds so we can ensure no person with ovarian cancer walks alone”, said Jane Hill, CEO Ovarian Cancer Australia.

“The amazing community and teams at TerryWhite Chemmart have raised more than \$1.7 million since our partnership began and we are thrilled that we can reach and inform even more Australians with their new dedicated website landing page on ovarian cancer.

“Ovarian cancer is still the deadliest female cancer with a survival rate of just 48% beyond five years. We thank TerryWhite Chemmart for joining forces with Ovarian Cancer Australia to work towards change and better outcomes for people affected by this awful disease.”

TerryWhite Chemmart aims to raise an additional \$150,000 for Ovarian Cancer Australia by the end of 2022.



Jodi Lee Foundation

Adelaide mother-of-two Jodi Lee was only 39 when stomach pains led to a diagnosis of bowel cancer. She passed away in January 2010 just days before her 41st birthday.

Her death drove her husband Nick to establish the Jodi Lee Foundation in her honour and to empower Australians to take proactive steps to prevent bowel cancer; the second most common cause of cancer death in Australia.

TerryWhite Chemmart has partnered with the foundation on its Trust Your Gut campaign to raise awareness of regular bowel screening and to sell bowel screening kits.

BackTrack

Black Hawk is in its fifth year partnering with BackTrack, a NSW youth support and empowerment program whose aim is “keeping kids alive, out of jail and chasing their hopes and dreams”.

Based in Armidale, NSW, BackTrack was founded in 2006 by youth worker Bernie Shakeshaft with the goal of turning around the lives of vulnerable young people by developing work and life skills.

A key part of getting kids “back on track” is the Paws Up program, teaching participants responsibility and leadership as they train dogs to compete in working dog high jump competitions.

Although the pandemic paused most interstate and regional dog show appearances, dog training remained an important part of BackTrack’s activities. Black Hawk donates food to the Paws Up program and provides support for vet bills.

The Masterpet family of brands also provide treats, accessories and pharmaceuticals to the dogs.

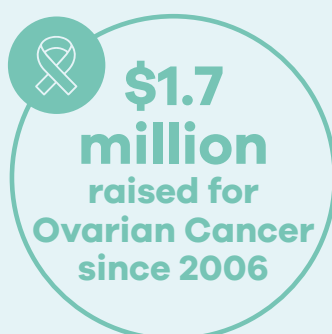
LandSAR

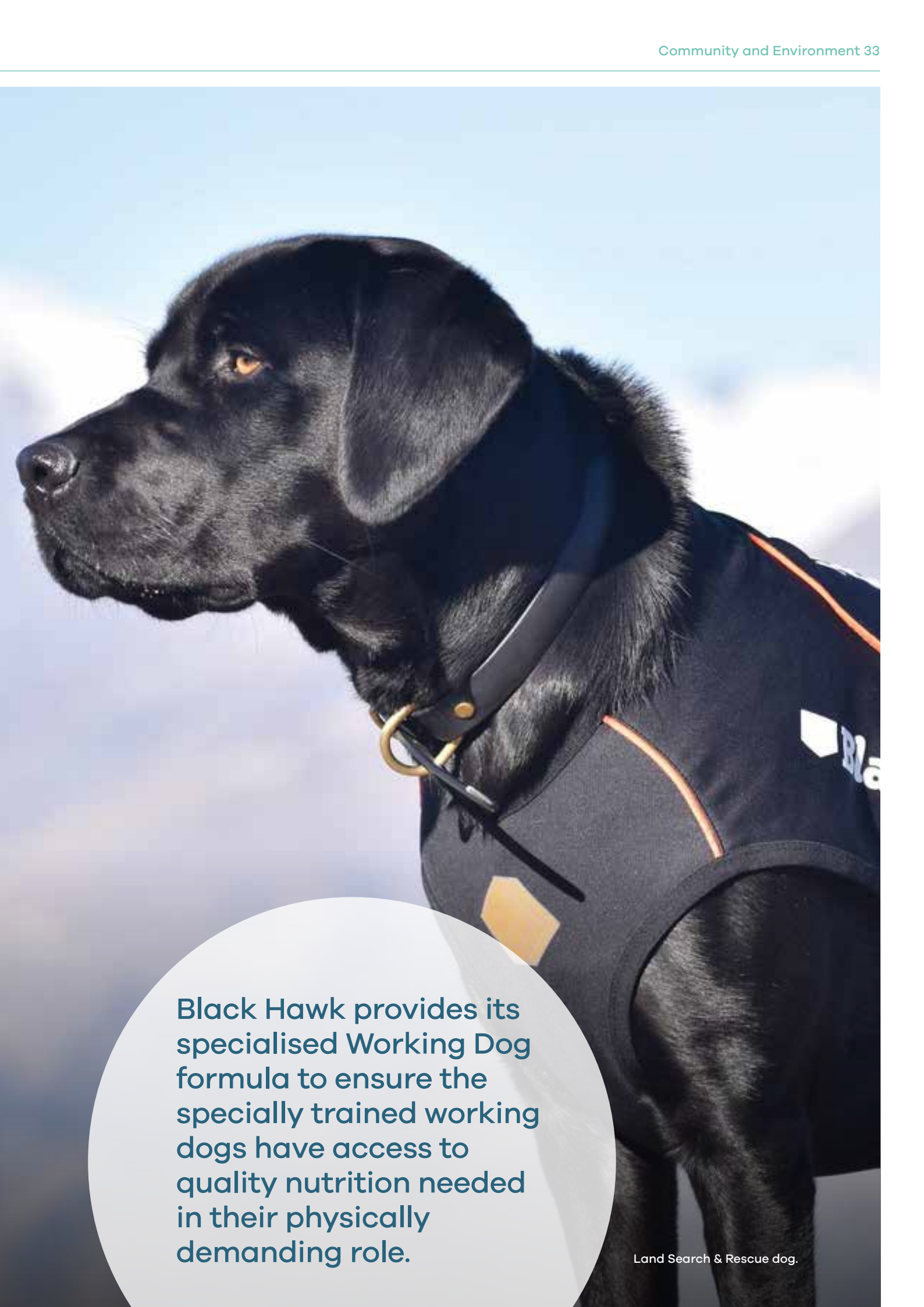
Black Hawk is proud to feed a special breed of canines helping people in distress through its official partnership with Land Search & Rescue (LandSAR), a volunteer organisation of more than 3500 people – and their four-legged colleagues – who operate 24/7 across New Zealand helping to locate people who are lost, missing or injured.

Its search dog division has 21 wilderness and avalanche dogs who use their highly attuned scent and tracking skills on search and rescue missions.

Black Hawk provides its specialised Working Dog formula to ensure the specially trained working dogs have access to quality nutrition needed in their physically demanding role.

One avalanche dog can search a hectare in approximately 30 minutes, while it would take 20 people four hours to cover the same area.





Black Hawk provides its specialised Working Dog formula to ensure the specially trained working dogs have access to quality nutrition needed in their physically demanding role.

Land Search & Rescue dog.

Our People

Building an engaged, diverse and talented workforce is key to our success.

At EBOS, we value our people by supporting all employees to lead healthy, balanced lives. Investment in learning and development provides individuals with opportunities for advancement while ensuring our business attracts and develops the skills and capabilities we need to deliver for our stakeholders. We recognise and reward performance in a fair and equitable way in order to encourage every member of our team to strive for excellence in everything we do.

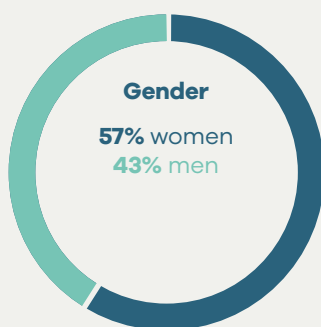
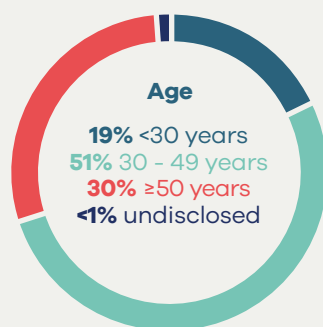
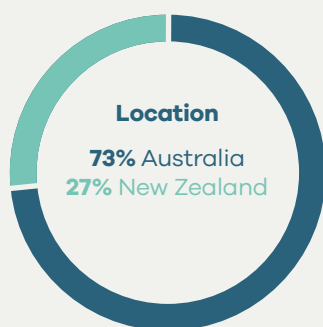


Profile of our People

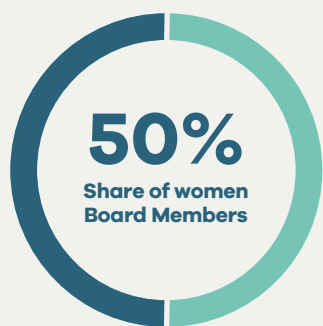
EBOS is a diverse and vibrant organisation that values our workforce. As the total headcount of the Group continues to expand, so does the scale of our positive social contribution through fair employment practices, training and career advancement opportunities.

3,992* total employee headcount

40% participate in collective bargaining agreements



Equal Opportunities, Diversity and Inclusion – Measuring our progress



**CEO and direct reports

*** excluding senior management, 'management position' is defined as those managers with direct reports.

Shared Ownership and Mutual Respect

We welcome our employees to become shareholders in the Group through our EBOS Employee Share Plan (ESP). The latest ESP invitation in 2022 was accepted by nearly 60% of eligible employees.

Across New Zealand and Australia, 40% of our employee headcount participate in Collective Bargaining Agreements and we maintain constructive relationships with all unions that our employees choose to associate with.

* Excludes LifeHealthcare, Transmedic and Australian Biotechnologies employees

Culture and Engagement

EBOS People policies and practices underpin the Group’s culture of caring and accountability. We believe that an engaged and aligned workforce helps drive performance so we regularly ask our people for feedback through our annual confidential Engagement Survey. This feedback provides leadership with insights into what we can do to support our team members better and helps to form the basis of the Group’s people strategies.

We have clearly articulated our Diversity & Inclusion policy and programs. Together with our framework of Workplace Policies that support positive workplace behaviours, these help us to deliver on our commitments for Gender Diversity and Reconciliation.

Aligned on our Core Values

In FY22, we implemented online Integrity training to ensure that our employees fully understand EBOS policies and can confidently uphold legal and regulatory requirements.

E-learning courses on topics such as Worker Health & Safety, Discrimination and Harassment, Anti Bribery & Code of Ethics, Fraud Awareness, Whistleblower, Consumer Protection & Unfair Business Conduct and Privacy were assigned to corporate employees and members of our Operations teams depending on relevance of the training to various roles and functions.

Key People Policies

 <p>Workplace Discrimination and Bullying Policy</p> <ul style="list-style-type: none"> • Reflects current legislative requirements and clarify definitions including the definition of workplace participants • Outlines roles and responsibilities and a complaints procedure 	 <p>Grievance and Complaints Procedure</p> <ul style="list-style-type: none"> • Reflects current legislative requirements and clarify definitions including the definition of workplace participants • Procedures for making and investigating a grievance or complaint according to the circumstances
 <p>Recruitment and Selection Policy</p> <ul style="list-style-type: none"> • Outlines the principles and procedures for the attraction of talent and the recruitment and selection of employees • Designed to ensure that the recruitment process is consistent and offers equal opportunity in all circumstances 	 <p>Flexible Working Policy</p> <ul style="list-style-type: none"> • Covers the requirements under the National Employment Standards in Australia and minimum obligations in New Zealand • Structured approach to requesting, reviewing and approving flexible work arrangements, including safety requirements
 <p>Workplace Gender Equality Policy</p> <ul style="list-style-type: none"> • Promotes gender equality (including equal remuneration) and removal of barriers to full and equal participation of women in the workforce (including in relation to family and caring responsibilities) • Fosters workplace consultation between employers and employees 	 <p>Diversity and Inclusion Policy</p> <ul style="list-style-type: none"> • Reflects our vision to create an environment that is safe, inclusive and is reflective of the communities in which we operate • Diversity in the workplace improves our ability to attract, retain, motivate and develop talent
 <p>Health and Wellbeing Policy</p> <ul style="list-style-type: none"> • Includes Areas of Focus such as providing our ‘Be Well from Anywhere’ program, access to annual flu vaccinations, access to our wellness portal Life Matters, and providing mental health awareness training for our leaders • Committed to building a diverse and inclusion culture that is free from bullying and harassment 	 <p>Code of Ethics</p> <ul style="list-style-type: none"> • Outlines standards of conduct and ethical behaviour, corporate compliance and good corporate governance • Includes a framework of standards by which the directors, employees and contractors of EBOS and its related companies are expected to conduct their professional lives



Artwork by Gavin Wanganeen

EBOS Reconciliation Action Plan

EBOS acknowledges Traditional Owners of Country throughout Australia and their unique cultural and spiritual relationships to land and waters. We pay our respects to Elders, past present and emerging and are deeply invested in forging more meaningful connections between Australia's Aboriginal and Torres Strait Islander peoples and non-indigenous people in order to help build a fairer, more equitable society. In future, our First Nations strategy will also extend to New Zealand.

In August 2021, we released our second Reflect Reconciliation Action Plan, which aims to embed better awareness and understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements throughout our organisation. Our focus is on how EBOS can improve career opportunities for First Nations people and procure more goods and services from Aboriginal and Torres Strait Island suppliers.

Supply Nation

We have partnered with Supply Nation, a directory of more than 3,500 verified Indigenous businesses across various categories including events, office supplies and printing, facilities management and maintenance.

Supply Nation offers under-represented businesses the same opportunities to compete for business as other qualified suppliers giving rise to a range of business benefits, including supplier diversity, sustainability, flexibility, innovation and value, and helping to close the gap between First Nations and non-Indigenous businesses.

Partnership with 15 Times Better

We are also working with 15 Times Better. This is a First Nation's organisation with a mission to support companies in establishing, improving, scaling up and delivering Indigenous affairs programs as part of the collective national effort to 'close the gap.' Our objective is to make a meaningful contribution to reducing economic and social inequalities affecting Aboriginal and Torres Strait Islander people.

NAIDOC Week 2021

EBOS participated in NAIDOC week, which is an annual Australian celebration of Aboriginal and Torres Strait Islander culture. First Nations singer-songwriter Pirritu performed live to our employees on Zoom and we conducted a First Nations quiz – with prizes from First Nations businesses – to challenge employees' knowledge of First Nations history and culture. Members of our RAP Working Group and senior management also attended external NAIDOC Week celebrations.

National Reconciliation Week 2022

During National Reconciliation Week this year EBOS was thrilled to host Gavin Wanganeen via Zoom. Gavin presented to employees on his journey as an Australian Football League (AFL) legend, acclaimed contemporary Aboriginal artist, businessman and advocate for Indigenous empowerment.

In 2020 EBOS commissioned a piece of artwork from Gavin that is displayed in our Australian Head Office and features throughout our Reconciliation Action Plans.



FY22 Great Efforts Matter (GEM) Award winners

Celebrating the people who make our workplaces special

Each year we celebrate invaluable contributions of our people through our EBOS Great Efforts Matter (GEM) Awards. These awards have taken on even more significance in recent years because of the extraordinary dedication and commitment shown by team members from throughout the Group during the pandemic. Our GEM Awards in FY22 recognised outstanding individuals who went above and beyond during the past year to deliver excellence for our customers with remarkable results.

FY22 Highlights

- **Implemented online Integrity training to ensure that our employees fully understand EBOS policies and can confidently uphold legal and regulatory requirements.**
- **After a successful First Nations inclusion program in Australia, we also commenced cultural awareness training in New Zealand to improve our Cultural Intelligence of Māori inclusion. The program explored New Zealand's diverse and evolving cultural landscape and equips leaders to effectively manage cultural profiles, styles and assumptions in the workplace.**



Sunita Gloster

International Women's Day

On March 8, we were pleased to recognise International Women's Day (IWD) at EBOS as part of our efforts to champion inclusivity and encourage conversations to create change.

As part of our 2022 IWD initiatives, we welcomed Sunita Gloster to EBOS to lead a conversation with members of our leadership team on bias and how we can foster a safe place to speak up about bias and assumption both at work, and outside of it. Sunita is a widely known leader who advocates for the empowerment of women and girls and the acceleration of progress against gender inequalities.

Talent & Capability

We seek to attract and build a diverse and talented workforce and invest continuously in learning and development in order to cultivate the skills and capabilities we need to deliver on our strategic plan.

Catalyst

The Catalyst program is designed to support emerging talent within EBOS and develop career

progression and networking by connecting our leaders of today with our leaders of tomorrow. The program was launched in our Healthcare segment in 2021 and expanded to become a Group-wide program in 2022. It is delivered via a combination of 1:1 coaching, workshops and networking events. Participants also receive mentoring from an Executive Sponsor.

Catalyst program leadership development experiences

				
<p>Personal Impact</p> <ul style="list-style-type: none"> • Developing self-awareness • Personality profiling • Building resilience 	<p>Connections & Alliances</p> <ul style="list-style-type: none"> • Creating connections • Network mapping • Network etiquette and online presence 	<p>Career Strategy</p> <ul style="list-style-type: none"> • Developing career goals and strategy • Creating a personal 'circle of advocacy' 	<p>Presentation & Impact</p> <ul style="list-style-type: none"> • Understanding audience expectations • Delivering impactful presentations 	<p>Leadership Legacy</p> <ul style="list-style-type: none"> • Determining personal vision and purpose • Writing the next chapter

Performance and Reward

We recognise and reward performance in a fair and equitable way as part of our approach to encouraging our people to strive for excellence in everything we do.

EBOS offers a range of terms and conditions of employment across the Group for workers covered by Enterprise Agreements and Awards. When determining wage outcomes for these groups, we aim to position ourselves in a fair and competitive manner with respect to peers and competitors by assessing macroeconomic indicators, wage movement, and business performance.

Outside of the collective, we have recently established a clear Remuneration Framework that will enhance good governance and transparency on remuneration management by providing better external benchmarking for key roles.

My Success Plan – launched as a Talent and Capability initiative in early 2022 – is a solution for objectively assessing performance by avoiding subjectivity and unconscious bias.

EBOS Remuneration Framework

Fair and objective assessment of job roles across the organisation	Robust remuneration framework	Objective benchmarking using salary survey data	Robust pay equity reviews
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EBOS Group believes that it is in the best interests of both the Company and our employees to pay everyone fairly for the value of the work provided, in a financially responsible manner. We adopt an objective market-competitive system to determine the

remuneration levels of roles in the Company based on the job requirements, skills, and knowledge required of an employee. Our approach is also flexible enough to ensure that we are able to recruit and retain a highly engaged workforce.

Health, safety and wellbeing

A major focus area for the Board and the Group's ESG Program is our ongoing attention to safety in the workplace.

Our Work Health & Safety management system ensures strong leadership and accountability for the Group's safety policies, procedures and work practices in all facilities. It is supported by our effective risk management framework that is focused on injury prevention. Each operational division reports extensively to senior management on health and safety matters every month, and there is also monthly and annual reporting to the Board on group-wide safety performance.

In FY22, it was gratifying to observe significant reductions in the frequency rate of recordable injuries

compared with the previous year. This improvement in our performance coincides with more consistent classification and accurate recording of different types of injuries across our business units. In our most recent employee engagement survey on this topic, 86% of responders reported that they feel EBOS is committed to employee safety and 79% said that management cares about their wellbeing.

Our Group Safety Committee, chaired by the CEO, develops safety initiatives and identifies areas for further improvement with wide representation from our business units. During the reporting period, this committee concentrated on enhancing safety for working with forklift equipment and rolled out a new training program for our customer services teams on safe handling of physical or verbal abuse from customers.

Overview of workplace safety policies and procedures



Worker Health & Safety Policy

- Ensures compliance with New Zealand and Australian health and safety laws, including measuring, monitoring and reporting on health and safety performance indicators.
- Health and safety management systems sustain a culture of health and safety, ensuring management are responsible for the safety of their workers, delivering training based on identified needs, and promoting effective consultation and communication on health and safety matters.



Health & Wellbeing Program

- EBOS strives to encourage a healthier, engaged workforce through our 'Be Well from Anywhere' wellness program with elements including health activities and initiatives throughout the year as well as a customized portal that includes information on physical and mental health accessible to all employees.
- All employees in New Zealand and Australia have access to our Employee Assistance Program (EAP). The program provides free and confidential counselling services to assist with personal or work related issues that may impact employee health and wellbeing.



Incident notification and investigation procedure

- All work-related incidents resulting in (or with potential to result in) injury or ill-health of employees, contractors, visitors and members of the public must be logged and investigated via our dedicated Group-wide reporting system known as 'Mango'.
- Workplace safety co-ordinators have been appointed to facilitate the implementation of policies, procedures and assist with risk assessment and determination of suitable control measures.



Alcohol, drugs and workplace safety

- Employees and contractors are not permitted to undertake work while under the influence of alcohol, illegal substances or other substances of abuse.



↓16%
lost time injuries



↓46%
total recordable injuries



↓62%
medical treatment injuries



0
workplace fatalities



Olly Bridge

Be Well from Anywhere

COVID-19 places additional pressure on our employees, who contribute in invaluable ways to combatting the pandemic in New Zealand and Australia while continuing to perform their essential health and animal care roles. EBOS offers a range of activities and initiatives under the banner of our 'Be Well from Anywhere' program to support our colleagues, improve their wellbeing and keep them connected during these challenging times.

In FY22, Sport and Exercise Scientist Olly Bridge conducted virtual training on peak performance in corporate athletes with tips on breathing, sleep and nutrition, Bupa Healthcare provided mental health training for managers and all employees were invited to participate in the EBOS MasterChef recipe challenge with prizes for the best home-cooked dishes. In September, we hosted a fundraiser for cerebral palsy research and delivered a 10-part guided wellbeing program in acknowledgment of R U OK Day, followed, in November, by an initiative to promote random acts of kindness among employees for World Kindness Day.



FY22 Highlights

- Consolidated our Employee Assistance Program (EAP) to an Australia and New Zealand based provider.
- Workplace inspection and audit programs relevant to the workplace risk developed
- 10% reduction in musculoskeletal injuries achieved
- Delivered 'Be Well from Anywhere' Program

Responsible Business

We are committed to ensuring responsible and ethical behaviour in all areas and aspects of our business.

At EBOS, we are proud to conduct our business affairs in a professional, ethical and even-handed manner. We are conscious of laws and regulations that protect and promote the best interests of our stakeholders and we strictly uphold the principles and practices of good corporate governance and enterprise risk management.



Corporate Governance

At EBOS we are committed to upholding laws and regulations that apply to our businesses and promoting the best interests of our stakeholders through good corporate governance and enterprise risk management. The Board regularly reviews and assesses the Group's governance structures to ensure they are consistent, both in form and in substance, with best practice, including the NZX Corporate Governance Code.

Information on our corporate governance policies and practices can be found in the Corporate Governance Code, the full content of which is available on our website at <https://ebosgroup.gcs-web.com/corporate-governance>.

The Corporate Governance Code includes the charters of the Board and its committees and the policies referred to in our Corporate Governance Statement, which is updated and approved by the Board for publication annually.

Business Ethics

The EBOS Code of Ethics guides day-to-day work and decision-making of our employees, officers and business partners, all of whom receive a copy upon commencement of their employment or appointment with us.

The Code of Ethics is supplemented by detailed policies and procedures addressing various policy areas of direct relevance to our ESG Program and is available on our website at <https://ebosgroup.gcs-web.com/corporate-governance>.

Reporting ethical concerns

Willingness to speak up when something is wrong is central to our corporate culture of honesty and integrity. This is reflected in the Group's Whistleblower Protection Policy, which outlines how our leaders will respond in good faith upon receiving a report from any person about matters of serious concern.

We keep all reports confidential and if a whistleblower prefers to remain anonymous, we will respect their choice wherever possible and in accordance with whistleblower protection laws.

Overview of Responsible Business Policies and Standard Operating Procedures

Policy areas	
Rejecting Bribery and Corruption	Code of Ethics Anti-Bribery and Corruption Policy Whistleblower Protection Policy
Avoiding Conflicts of Interest	Corporate Governance Code Code of Ethics
Employment • Our People	Recruitment and selection policy Employee Assistance Program Employment related privacy policy Family domestic violence policy Flexible working policy Health and Wellbeing policy Grievance and complaints procedure Parental leave policy Match Funding policy
Equal Opportunities, Diversity and Inclusion • Our People	Diversity and inclusion policy Workplace gender equality policy Workplace discrimination, harassment and bullying policy Reconciliation Action Plan
Information Security • Consumers & Patients	IT risk management policy IT security management policy Data centre management policy Information security incident response plan

Risk Management

EBOS defines risk management as the identification, assessment and treatment of risks that have the potential to materially impact the Group's operations, people, and reputation, the environment and communities in which the Group works, and the financial prospects of the Group. Non-financial risks affecting the Group are considered as part of the risk management framework and strategic reviews.

Our risk management framework is tailored to our business, embedded largely within existing processes and aligned to our short term and longer term objectives. In FY22, the Board undertook a detailed review of the strategic risk profile of the Group with input from the management team. It approved a risk appetite statement describing the level of risk that the Group is willing to undertake in pursuit and protection of value.

Role of the Audit and Risk Committee

EBOS has established the Audit and Risk Committee with the primary purpose of assisting the Board in discharging its duties for exercising due care, diligence and skill in relation to identifying and monitoring material business risks. The functions of the Audit and Risk Committee are described in its Charter as set out in Appendix B to the Corporate Governance Code.

The Audit and Risk Committee reviews EBOS' risk management framework annually and monitors implementation of risk appetite levels established by the Board. The management team also reports regularly to the Board and the Audit and Risk Committee on whether EBOS' material business risks are being managed effectively.

Governance of ESG at EBOS

As part of the Board's oversight of EBOS' sustainability framework and strategy, the Board or a committee of it receives regular reports and considers ESG matters as outlined below:

Topic	Frequency
ESG developments and trends	Each Board Meeting
Progress of ESG Program and sub-strategies	Each Board Meeting
Health, Safety & Wellbeing	Each Board Meeting Monthly reports to Board Annual Review at Board Meeting
Our People - update on general activities	Each Board Meeting
Our People - update on specific topics e.g. succession planning, pay equity reviews and diversity objectives	Periodic review at Board Meetings, at least annually
Risk Management Framework – monitoring of material business risks	Periodic review by Audit & Risk Committee, at least annually
Corporate Governance policies and practices	Periodic review by Board or Audit & Risk Committee, at least annually



Our risk management framework is tailored to our business, embedded largely within existing processes and aligned to our short term and longer term objectives.



This report provides information about EBOS' operations, products and services in New Zealand and Australia.

About this Report

Thank you for your interest in the content of this report, which outlines EBOS Group's Environmental, Social and Governance (ESG) priorities, management approaches and performance for the financial year ended 30 June 2022. References to FY22 concern the financial year ending 30 June, unless otherwise stated.

Who is it for?

This report has been prepared with our key stakeholder groups in mind, including employees, customers, suppliers, investors, governments, regulators, charity partners and anyone else interested in EBOS' ESG policies, practices and performance.

What does it cover?

We publish our Sustainability Report once a year to share information about progress on implementation of our ESG Program. The corporate entities included in the scope of this report align with our financial and corporate governance disclosures. Please refer to our 2022 Annual Report for a full list.

This report has been prepared with reference to Global Reporting Initiative (GRI) Standards and SASB (Sustainability Accounting Standards Board) Industry Standards. In addition to information contained in this report, disclosures on Governance topics can be found in our Annual Report, Annual Corporate Governance Statement and policy documents such as our Corporate Governance Code. Please refer to the content index for ESG disclosures in this report for detailed cross-referencing to these other publicly available sources.

Referenced GRI Universal and Topic-specific standards:

- GRI 2: General Disclosures 2021
- GRI 3: Material Topics 2021
- GRI 302: Energy 2016
- GRI 305: Emissions 2016
- GRI 403: Health & Safety 2018
- GRI 404: Training & Education 2016
- GRI 405: Diversity & Equal Opportunity 2016
- GRI 416: Customer Health and Safety 2016
- GRI 418: Customer Privacy 2016

Selected indicators from relevant Industry Standards published by SASB:

- Drug Retailers Sustainability Accounting Standard Industry Standard Version 2018-10
- Health Care Distributors Sustainability Accounting Standard Industry Standard Version 2018-10

This report does not include data or initiatives from our LifeHealthcare, Transmedic and Australian Biotechnologies businesses that were acquired at the end of FY22.

Questions and answers

In this section, we've anticipated some frequently asked questions from our stakeholders and provided short answers with cross-references to additional information in this report.

We welcome feedback and queries about this Report and our ESG Program. Please contact us at ESG@ebosgroup.com.

How is sustainability governed and managed at EBOS?

The Board of Directors is ultimately responsible for sustainability at EBOS. The Board of Directors approves, oversees and monitors EBOS' sustainability framework and strategy, including the ESG Program outlined in this report and climate related risks and opportunities.

The Chief Executive Officer and his Executive Leadership Team are responsible for the delivery of the ESG Program. The ESG Steering Committee was established in 2020 and comprises senior executives that are responsible for implementing our ESG Program and strategies, benchmarking and evaluating our performance and evaluating emerging sustainability risks and opportunities for the Group. The ESG Steering Committee is chaired by the Executive General Manager, Strategic Operations, ESG and Innovation.

The Board receives regular reports regarding the progress of the ESG Program and ESG topics outlined in this report.

Please refer to pages 11 and 44 for further information.

How does EBOS embed processes of due diligence and risk management across its operations?

Our risk management framework is tailored to our business, embedded largely within existing processes and aligned to our short term and longer term objectives. Given the diversity of the Group's operations, a wide range of risk factors may potentially impact or undermine achievement of our business objectives.

EBOS has established the Audit and Risk Committee with the primary purpose of assisting the Board in discharging its duties for exercising due care, diligence and skill in relation to identifying and monitoring material business risks.

Please refer to page 44 for more information.

Business continuity plans (BCPs) and disaster recovery procedures are integral to managing risk across our business. We continue to take proactive steps to evaluate operational risks of fire, flood and other natural hazards in our distribution centres using comprehensive site assessments, which are undertaken as one of the first steps in any new facility assessment.

The risk of disruption to transport and utilities, potential for industrial action, and physical or information security breaches are regularly reviewed, and mitigated, where reasonably possible.

Please refer to page 15 for more information.

Does EBOS have a strategy for managing its carbon footprint? Has the Group established any carbon reduction targets and how is it progressing?

Corporate emissions reduction targets play a critical role in addressing the global climate emergency. EBOS is taking action to reduce emissions with the ultimate aim of achieving 'carbon neutrality' for our organisation. To become carbon neutral, we will reduce our emissions as much as possible by investing in new technology and changing the way we operate. Residual emissions will be 'balanced out' with carbon offsets generated by activities that prevent, reduce or remove GHGs.

Key milestones in EBOS' pathway to carbon neutrality*:

- FY23 - Carbon neutral for Scope 1 emissions
- FY27 - Carbon neutral for Scopes 1 and 2 emissions
- FY28 - Carbon neutral for Scopes 1, 2 and 3 building emissions
- We have commenced our Carbon Neutral Plan which includes our approach to Scope 3 emissions.

Please refer to pages 25, 26, 51 and 52 for more information.

What is EBOS doing to monitor, prevent and mitigate Modern Slavery (including forced and child labour) within their own operations and supply chain?

EBOS has developed an Ethical Sourcing strategy with the goal to engage with suppliers who are aligned with our corporate values. We are in the process of enhancing our structured framework to assist business units with evaluating suppliers on certain aspects of ESG compliance and performance in addition to commercial assessments.

The focus areas of our Ethical Sourcing Framework include:

- Modern Slavery
- Child Labour
- Compliance with labour laws, including wage compliance
- Health and safety
- Environmental standards
- Compliance with other laws, including international sanctions

Please refer to page 19 for more information.

*Excludes LifeHealthcare, Transmedic and Australian Biotechnologies.

How does EBOS manage waste?

We have developed a Consumer Packaging strategy that references recommendations from the Australian Packaging Covenant Organisation (APCO) to guide us in making consumer packaging of products developed and/or marketed by EBOS' own brands more sustainable.

Please refer to page 20 for more information.

How many employees does your organisation have?

Please refer to pages 7, 35 and 50 for more information.

Does EBOS have policies and initiatives to promote diversity, inclusion and equality in its workplaces?

Yes – please refer to our Diversity and Inclusion Policy as well as our Workplace Gender Equality Policy. Please refer to page 36 for more information.

Each year we also recognise International Women's Day and other inclusion initiatives. Please refer to page 41 for more information. Through our Reconciliation Action Plan we are focusing on how EBOS can improve career opportunities for First Nations people. Please refer to page 37 for more information.

How does EBOS manage workplace safety?

Workplace health and safety continues to be a major focus at EBOS and in FY22, it was pleasing to see a continued reduction in recordable injuries. This positive result reinforces what can be achieved across EBOS when our managers and employees work together to achieve a common goal.

Please refer to pages 40 and 50 for more information.

ESG Data summary

This year our ESG Data summary contains information for the current reporting period FY22 as well as the previous reporting period, FY21. In line with our commitment to improving transparency for the Group's ESG performance, we have continued to strengthen our data collection system and added some additional data points this year.

Profile of our People

The scope of employment data includes employees who are in a direct employment relationship with the Group and/or whose employment terms and conditions are under our direct management control.

	FY21			FY22		
	Female	Male	Total	Female	Male	Total
Board members headcount	2	4	6	3	3	6
Total Employees headcount	2,200	1,546	3,746	2,279	1,713	3,992
Australia	1,568	1,145	2,713	1,612	1,287	2,899
New Zealand	632	401	1,033	667	426	1,093
Senior Managers	3	6	9	4	5	9
Other Managers	156	258	415	176	302	478
Team Members	2,041	1,281	3,322	2,099	1,406	3,505
Permanent Contract ¹	2,056	1,477	3,533	2,025	1,575	3,600
Temporary Contract	144	69	213	254	138	392
Full Time ²	1,379	1,298	2,677	1,446	1,412	2,858
Part Time	677	179	856	579	163	742
<30 years	399	268	667	453	295	748
30-49 years	1,165	782	1,947	1,173	858	2,031
≥50 years	614	490	1,104	643	552	1,195
Undisclosed	22	6	28	10	8	18
Collective Bargaining Agreements						
Employees participating in CBA	44%			40%		
Parental Leave						
Return to work rate after primary carers leave	Not disclosed			81%		
Health & Safety						
Lost time injuries ³	32			27		
Lost Time Injury Frequency Rate (LTIFR) ⁴	5.4			3.9		
Medical treatment injuries ^{3 5}	61			23		
Medical Treatment Injury Frequency Rate (MTIFR) ^{4 5}	10.3			3.4		
Total recordable injuries ^{3 5}	93			50		
Total Recordable Injury Frequency Rate (TRIFR) ^{4 5}	15.7			7.3		
Workplace fatalities	0			0		

Data notes

- Permanent employees include full time and part time employees. Temporary employees include casual and Max Term Contract employees.
- Full time employees work, on average, 38 hours per week. Part time employees receive the same entitlements as full time employees on a pro rata basis, including paid annual and personal leave.
- Lost time injuries are defined as workplace injuries that result in a loss of productive work time. Medical treatment injuries require prescribed medical treatment from a registered medical practitioner beyond the scope of normal first aid but giving rise to less than a full shift being lost from work. Total recordable injuries include lost time injuries, medical treatment injuries and restricted work injuries.
- Frequency rates measure the number of injuries per 1 million hours worked.
- Total number and frequency rate of Medical Treatment Injuries and Total Recordable Injuries declined significantly in FY22 compared with FY21 at least in part due to improvements in our reporting system. In FY22 we implemented a re-classification of types of injuries to differentiate more accurately between medical treatment injuries from first aid injuries.

Social and Environmental Impacts

The organisational boundary for our environmental data includes business activities over which we have operational control. Our carbon inventory accounts for 100% of greenhouse gas (GHG) emissions from operations over which the Group has operational control.

Unit	FY21 Group	FY22 Group	FY22									
			New Zealand	Australia								
				NSW	NT	QLD	SA	TAS	VIC	WA		
Health & Animal Care Partners												
Customers	72,713	54,313 ¹										
Product Lines	110,299	94,889 ¹										
Orders	8,916,285	13,234,251										
Energy & Climate Change²												
Sites reporting this data ³	# sites	63	77	21	56	20	1	14	5	3	10	3
	GFA '000 sqm	256	313	81	233	127	1	35	15	7	29	19
Natural Gas ⁴	GJ	707	14,215	11	14,204	12,697	0	1,507	0	0	0	0
Fuel (Petrol, diesel, LPG) ⁴	GJ	38	289	1	288	262	0	4	15	7	0	0
Grid purchased electricity ⁵	'000 GJ	74.7	87.5	21.5	66.0	32.4	0.8	13.7	4.3	1.4	8.0	5.3
Solar power generation ⁶	# sites	3	3	0	3	1	0	1	1	0	0	0
	'000 GFA	47	46	0	46	26	0	10	10	0	0	0
	'000 GJ	2.5	3.5	0	3.5	0.4	0	1.2	1.9	0	0	0
Total energy ^{7,8}	'000 GJ	77.9	105.5	21.6	83.9	45.8	0.8	16.4	6.2	1.4	8.0	5.3
Grid purchased electricity intensity	GJ/sqm	0.29	0.28	0.27	0.28	0.25	0.87	0.39	0.30	0.21	0.28	0.28
Scope 1 GHG emissions ⁹	TCO ₂ e	(not disclosed)	741.0	0.6	740.4	670.1	0.0	69.7	0.1	0.5	0.0	0.0
Scope 2 GHG emissions ¹⁰	'000 TCO ₂ e	12.6	14.5	0.6	13.9	7.1	0.1	3.1	0.4	0.1	2.1	1.0
Carbon offsets ¹¹	'000 TCO ₂ e	11.8						12.2				
Water												
Site reporting this data	# sites	12	14	6	8	2	0	1	2	0	1	2
	GFA '000 sqm	68	77	35	42	13	0	3	11	0	3	11
Water consumption	'000 litres	17	22	7	15	9	0	0	1	0	0	4

Data notes

- Our reporting boundaries have been updated since FY21 to exclude duplication of customers and product lines across different EBOS businesses.
- Data in this section has been rounded to the nearest decimal place. Zero reported values may not represent nil value in all instances.
- Entities included in EBOS Group carbon inventory: Aristopet, Botany Bay Imports Exports, DoseAid, EBOS Aesthetics, EBOS Group, EBOS Healthcare, Endeavour, HCL, Intellipharm, LMT Surgical, Lyppard, Masterpet, Onelink, Pharmacy Retailing (NZ), ProPharma, Symbion, Ventura Health, Warner & Webster, ZEST. Entities included in GHG inventory (Head office only): HPS, TerryWhite Chemmart.
- Of the 77 sites reporting this data in FY22, 8 sites used natural gas, petrol, diesel, or LPG.
- This data has been calculated with reference to electricity metering and billing data or monthly average estimates (<5%).
- There are 3 sites with rooftop solar that are reporting to this data in FY22 which include: Pemulwuy, Acacia Ridge & Underdale.
- Total energy consumption within the organisation = Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Self-generated electricity, heating, cooling, and steam, which are not consumed - Electricity, heating, cooling, and steam sold
- The reported value for total energy in FY21 has been restated to include Scope 1 energy sources (i.e. gas and fuel). This data was not available when we published our report last year.

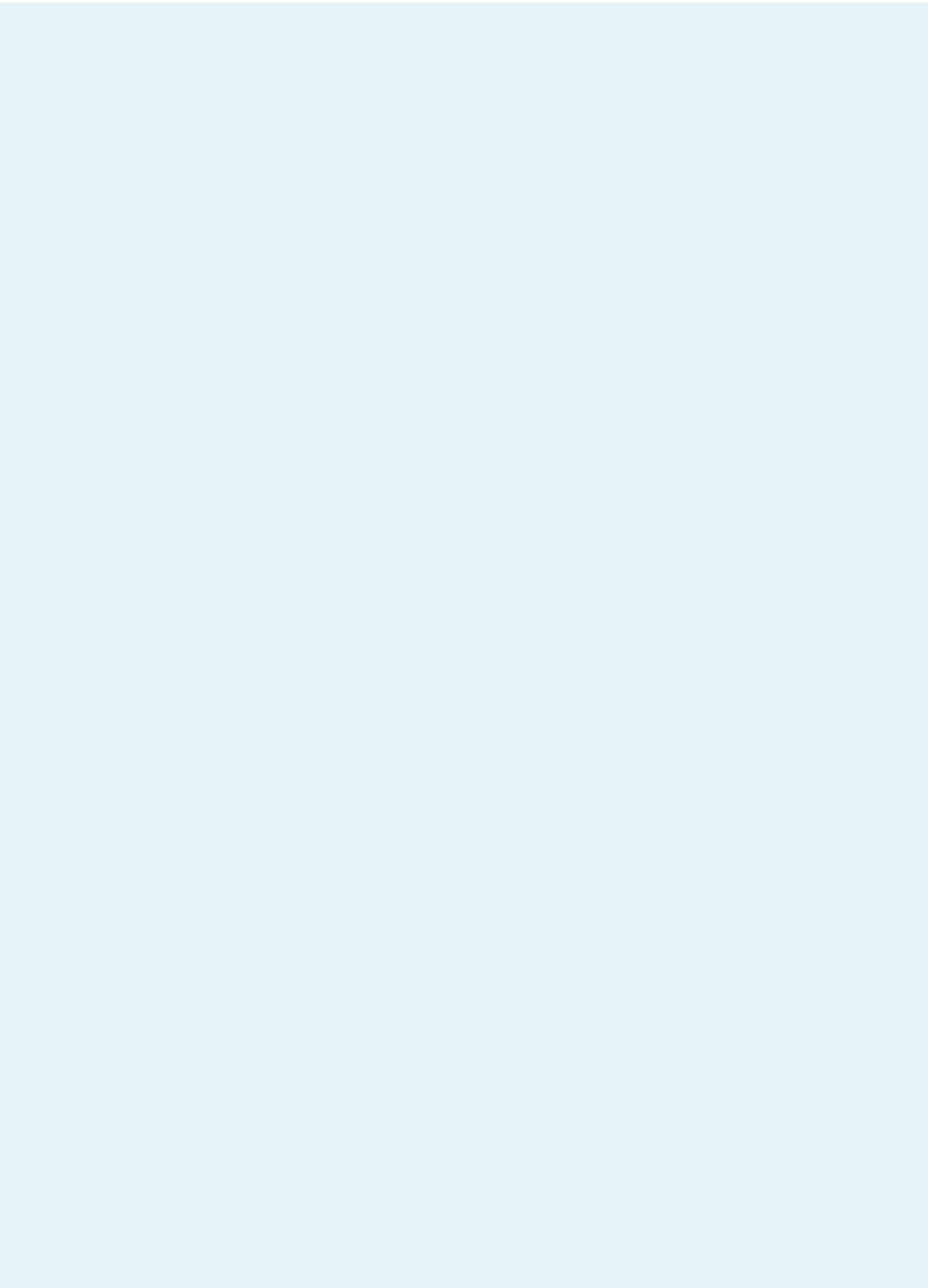
9. Scope 1 excludes fugitive gases for refrigeration equipment and includes direct emissions from consumption of gas for domestic & industrial use and material handling equipment, fuel for generators, water pumps (fire hydrants) calculated using the following emissions factors:

New Zealand		Australia		
	Emissions Factor (kgCO _{2e} /GJ)		Energy Content Factor	Emission Factor (kg CO _{2-e} /GJ)
Transmission and distribution losses of gas	3.212	Natural gas distributed in a pipeline	39.3 × 10 ⁻³ GJ/m ³	51.4
Natural gas usage	54	Liquefied petroleum gas	25.7 GJ/kL	60.2
Natural gas distributed in a pipeline	57.212	Diesel Oil	38.6 GJ/kL	69.9
Source: Ministry of Environment		Source: The Australian National Greenhouse Accounts		

10. Scope 2 includes indirect emissions from purchased electricity calculated using the following location based emissions factors:

	New Zealand	Australia						
		NSW	NT	QLD	SA	TAS	VIC	WA
Grid emissions factor (kgCO _{2e} /kWh)	0.107	0.79	0.57	0.8	0.35	0.16	0.96	0.68
Source	Ministry of Environment	The Australian National Greenhouse Accounts (August 2021)						

11. Each year, we calculate the value of our carbon offsets with Greenfleet based on estimates of GHG emissions from outbound road transport for customer deliveries in our healthcare segment. In FY22, we have improved the accuracy of this calculation by redefining our data collection boundaries for various EBOS business units in order to avoid duplication.



Content Index for ESG Disclosures

This report references selected Global Reporting Initiative (GRI) Standards and SASB (Sustainability Accounting Standards Board) Industry Standards as identified in the following table. In addition to the location of disclosures in this report, the index also contains hyperlinks to other publicly available sources of information.

ESG Standard	Indicator	Description	Location of disclosure
Organisational profile			
GRI 2: General Disclosures 2021	GRI 2-1.	Organisational details	This Report: About EBOS p.7
	GRI 2-2.	Entities included in sustainability reporting	This Report: About EBOS p.8 – 9 Our audited consolidated financial statements are publicly available in our Annual Report. There is no difference in the list of entities included in our financial reporting and sustainability reporting.
	GRI 2-3.	Reporting period, frequency and contact point	We publish our Sustainability Report for each financial year annually in line with other corporate reporting. For comments and queries about our Sustainability Report please contact ESG@ebosgroup.com
	GRI 2-4.	Restatements of information	This Report: ESG Data Summary Data note 1 p.51
	GRI 2-5.	External assurance	We do not currently obtain independent assurance for ESG data. The data in this report has not been externally assured.
	GRI 2-6.	Activities, value chain and other business relationships	This Report: About EBOS p.7; Ethical sourcing p.19
	GRI 2-28.	Memberships and associations	This Report: ESG Governance p.11
SASB Health Care Distributors 2018-10	HC-DI-000.A	Number of pharmaceutical units sold	This Report: ESG highlights for FY22 p.6
	HC-DI-000.B	Number of medical devices sold	This Report: ESG highlights for FY22 p.6
Governing purpose			
GRI 2: General Disclosures 2021	GRI 2-22.	Statement on sustainable development strategy	This Report: Our ESG Program p.10
	GRI 2-23.	Policy commitments	This Report: Our ESG Program p.10
	GRI 2-24.	Embedding policy commitments	Not presently disclosed. Our management approach is under development.
Stakeholder engagement and materiality			
GRI 2: General Disclosures 2021	GRI 2-29.	Approach to stakeholder engagement	This Report: Our ESG Program p.10 Additional information is available in our Sustainability Report FY21 p.8.
	GRI 3: Material Topics 2021	GRI 3-1.	Process to determine material topics
GRI 3-2.		List of material topics	This Report: Our ESG Program p.11

ESG Standard	Indicator	Description	Location of disclosure
Governing body			
GRI 2: General Disclosures 2021	GRI 2-9.	Governance structure and composition	Annual Report 2022: Our Board p.34 - 35 2021 Corporate Governance Statement*: Principle 2 – Board Composition and Performance p. 2 – 6; Principle 3 – Board Committees p.6 - 10
	GRI 2-10.	Nomination and selection of the highest governance body	2021 Corporate Governance Statement*: Principle 2 – Board Composition and Performance p. 6
	GRI 2-11.	Chair of the highest governance body	Annual Report 2022: Our Board p.34
	GRI 2-12.	Role of the highest governance body	2021 Corporate Governance Statement*: Principle 6 – Risk Management p.11
	GRI 2-13.	Delegating authority	This Report: ESG Governance p. 11
	GRI 2-14.	Role of the highest governance body in sustainability reporting	This Report: ESG Governance p. 11
	GRI 2-17.	Collective knowledge of the highest governance body	2021 Corporate Governance Statement*: Principle 2 – Board Composition and Performance p. 6
	GRI 2-18.	Evaluation of the performance of the highest governance body	2021 Corporate Governance Statement*: Principle 2 – Board Composition and Performance p. 6
Business ethics			
SASB Health Care Distributors 2018-10	HC-DI-510.a.1.	Description of efforts to minimise conflicts of interest and unethical business practices	2021 Corporate Governance Statement*: Principle 1 – Code of Ethical Behaviour p.2 Please also refer to our Code of Ethics*, Whistleblower Protection Policy* and the Anti-Bribery and Corruption Policy*. Annual Report 2022: Directors’ Interests & Disclosures p.109 - 113; Related party disclosures Note H4 p.93. In accordance with our Code of Ethics*, conflicts of interest at management level must be reported. There have been no reported breaches of the Code in this respect during FY22.
	HC-DI-510.a.2.	Total amount of monetary losses as a result of legal proceedings associated with bribery, corruption or other unethical business practices	There were no monetary losses as a result of legal proceedings associated with bribery, corruption or other unethical business practices during the reporting period.
GRI 2: General Disclosures 2021	GRI 2-15.	Conflicts of interest	This Report: Implementing robust systems p.X
	GRI 2-16.	Communicating critical concerns	Day-to-day management of the Group is delegated to the CEO. There are clear delegations of authority in place and the CEO regularly reports to the Board on matters that are material to the Group.
	GRI 2-25.	Processes to remediate negative impacts	Detailed information about these processes is not presently disclosed. Our management approach is under development.
	GRI 2-26.	Mechanisms for seeking advice and raising concerns	2021 Corporate Governance Statement*: Principle 1 Code of Ethical Behaviour p.2. Please also refer to our Whistleblower Protection Policy*.
	GRI 2-27.	Non-compliance with environmental laws and regulations	There were no significant instances of non-compliance with laws and regulations during the reporting period. No fines were paid.

ESG Standard	Indicator	Description	Location of disclosure
Health and Animal Care Partners			
SASB Drug Retailers 2018-10	HC-DR-230a.1	Policies and practices to secure customers protected health information (PHI) records and other personally identifiable information (PII)	This Report: Information Management Systems p.15
	HC-DR-230a.2	Number of data breaches; percentage involving PII only and PHI; number of customers affected in each category	This Report: Information Management Systems p.15 There were no incidents concerning breaches of customer privacy or identified leaks, thefts, or losses of customer data during the reporting period.
	HC-DR-230a.3	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	There were no monetary losses as a result of legal proceedings associated with data security and privacy during the reporting period.
	GRI 3-3.	Management of material topics (Data security)	This Report: Our ESG Program p.10; Information Management Systems p.15
GRI 418: Customer Privacy 2016	GRI 418-1.	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning breaches of customer privacy or identified leaks, thefts, or losses of customer data during the reporting period.
Consumers and Patients			
SASB Drug Distributors 2018-10	HC-D1-410.a.1	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	This Report: Consumer Packaging p.20 - 21
SASB Health Care Distributors 2018-10	HC-DI-250a.1	Total amount of monetary losses as a result of legal proceedings associated with product safety	There were no incidents of monetary losses as a result of legal proceedings associated with product safety during the reporting period.
	HC-DI-250a.2	Description of efforts to minimise health and safety risks of products sold associated with toxicity/ chemical safety, high abuse potential or delivery	This Report: Community Service Obligation p.14; Quality Management p.21 We recognise our responsibility to mitigate potential harm for consumers and patients arising from iatrogenic hazards or incidents arising from misuse of medications. Additional information is available in our Sustainability Report FY21 p.22 – 23.
GRI 416: Customer Health and Safety 2016	GRI 3-3.	Management of material topics (Customer safety)	This Report: Community Service Obligation p.14; Quality Management p.21
	416-1	Assessment of the health and safety impacts of product and service categories	There were no incidents of non-compliance with regulations resulting in a fine or penalty or warning during the reporting period. Non-compliance with our internal voluntary codes for quality and safety does occur occasionally. Our management approach to such incidents has been outlined in the report.

ESG Standard	Indicator	Description	Location of disclosure
Community and Environment			
SASB Drug Retailers 2018-10	HC-DR-130.a.1.	Total energy consumed; percentage grid electricity; percentage renewable	This Report: ESG Data Summary p.51
SASB Health Care Distributors 2018-10	HC-DI-110.a.2.	Description of efforts to reduce environmental impacts of logistics	This Report: Environmental Stewardship p.29
GRI 302: Energy 2016	GRI 3-3.	Management of material topics (Energy)	This Report: Our ESG Program p.10; Environmental Stewardship p.25
	GRI 302-1.	Energy consumption within the organisation	This Report: ESG Data Summary p.51
GRI 305: Emissions 2016	GRI 3-3.	Management of material topics (Emissions)	This Report: Our ESG Program p.10; Environmental Stewardship p.25
	GRI 305-1.	Direct (Scope 1) GHG emissions	This Report: ESG Data Summary p.51
	GRI 305-2.	Indirect (Scope 2) GHG emissions	This Report: ESG Data Summary p.51

ESG Standard	Description	Location of disclosure
Governance	Board oversight of climate-related risks and opportunities	This Report: ESG Governance p.11; Environmental Stewardship p.26; Corporate Governance p. 44
	Management's role in assessing and managing climate-related risks and opportunities	This Report: ESG Governance p.11; Environmental Stewardship p.26; ESG Governance p.26
Strategy	Identified climate-related risks and opportunities	This Report: Environmental Stewardship p.26 - 29
	Resilience of strategy, taking into consideration different climate-related scenarios	We have not undertaken scenario analysis and we do not anticipate doing so in the future. In our view, there is sufficient commonality across various scenarios to arrive at the same strategies to protect key infrastructure and our operations against severe weather events.
Risk Management	Processes for identifying and assessing climate-related risks	This Report: ESG Governance p.11; Delivering essential infrastructure for health p. 13; Implementing robust systems p. 15; Environmental Stewardship p.27; Corporate Governance p. 44
	Processes for managing climate-related risks	This Report: ESG Governance p.11; Delivering essential infrastructure for health p. 13; Implementing robust systems p. 15; Environmental Stewardship p.26; Corporate Governance p. 44
	Integration of climate-related risks into overall risk management	This Report: ESG Governance p.11; Corporate Governance p. 44
Metrics and Targets	Metrics to assess climate-related risks and opportunities	This Report: Environmental Stewardship p.26 – 27; ESG Data Summary p.51
	Scope 1, Scope 2 and, Scope 3 GHG emissions and the related risks	This Report: Environmental Stewardship 27; ESG Data Summary p.51
	Targets and performance against targets	This Report: Environmental Stewardship p.26 – 27; ESG Data Summary p.51 Our Carbon Neutral Plan is in the final stages of development, containing our organisational baseline, emissions forecasts and expected emission reduction outcomes, including energy efficiency targets and target dates for Carbon Neutral certification for all properties and our whole organisation.

ESG Standard	Indicator	Description	Location of disclosure
Our People			
GRI 2: General Disclosures 2021	GRI 2-7.	Employees	This Report: Profile of our People p.35; ESG Data summary p.50 There are no significant fluctuations in the number of employees during the reporting period with the exception for businesses acquired during the period.
	GRI 2-8.	Workers who are not employees	Not disclosed. This information is not currently available.
	GRI 2-30.	Collective bargaining agreements	This Report: Profile of our People p.35; ESG Data summary p.50
	GRI 2-19.	Remuneration policies	Annual Report Performance and Reward p.39 Remuneration Policy
	GRI 2-20.	Process for determining remuneration	This Report: Performance and Reward p.39 Remuneration Policy*
	GRI 2-21.	Annual total compensation ratio	Not disclosed. This information is not currently available
GRI 403: Health & Safety 2018	GRI 3-3.	Management of material topics (OHS)	This Report: Health, safety and wellbeing p.40 - 41
	GRI 403-9.	Work related injuries	This Report: Health, safety and wellbeing p.40 - 41; ESG Data summary p.50
GRI 405: Diversity & Equal Opportunity 2016	GRI 3-3.	Management of material topics (Diversity)	This Report: Culture and Engagement p.36
	405-1	Percentage of individuals on the board and employees, by diversity categories	Annual Report: Our Board p.34 - 35 This Report: Profile of our People p.35; ESG Data summary p.50

*<https://ebosgroup.gcs-web.com/corporate-governance>

