



Sustainability Report 2025



Contents

Overview	1	People	36
Acknowledgement of Country	3	Creating a safe and inclusive workplace	38
About Endeavour Group	4	Human rights and supplier engagement	46
A message from our Chairman and CEO	6	Privacy and cyber security	51
Our sustainability strategy	7		
Sustainability highlights	8	Planet	52
Our governance	10	Climate change	54
Our material matters	12	Sustainable use of natural resources	58
		Enhancing circularity	60
Responsibility and community	16	Independent Limited Assurance Report	62
Our responsibility culture	19		
Promoting responsibility	22	Appendix	66
Creating positive change, together	28		
Community imprint	32		

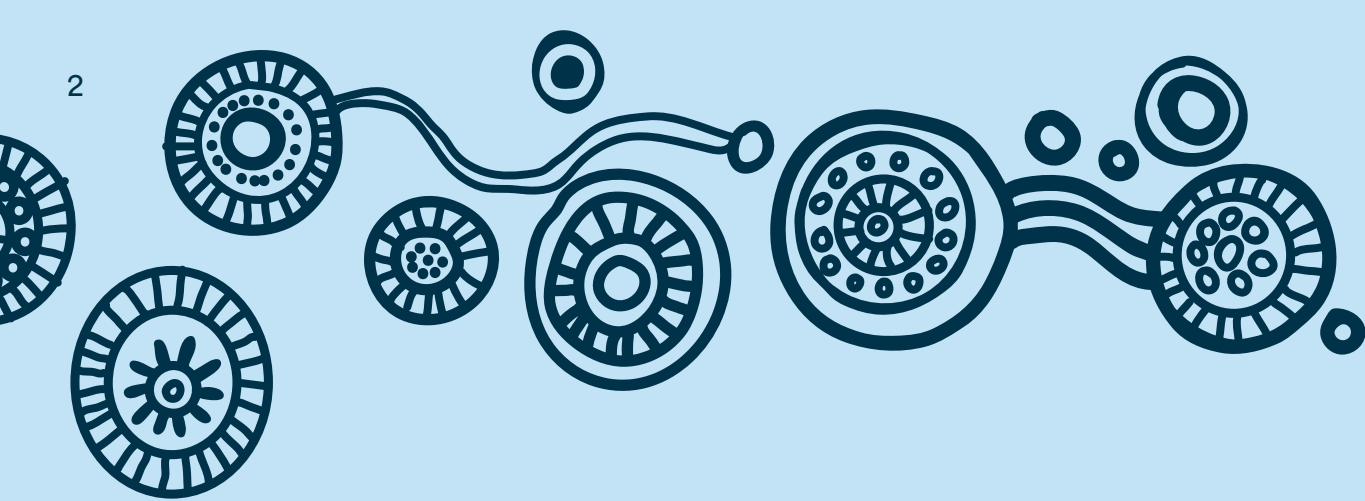
Creating our positive imprint

Our purpose, ‘creating a more sociable future, together’, is the foundation of the positive imprint we strive to make, every day. It guides how we connect people through meaningful moments, support our communities, and shape a more inclusive, sustainable future.

This work strengthens both our business and our contribution to the world around us. We support responsible enjoyment of our products and services, care for our people and those in our broader supply chain, and help grow local economies and stronger communities. We’re also taking action to reduce our environmental footprint.

We act responsibly, inclusively, and with care for our people, our customers and our communities.

That is the positive imprint we’re creating.



About this report

This Sustainability Report (Report) has been prepared to provide a general overview of Endeavour Group's performance with respect to environmental, social and governance (ESG) topics between the periods of 1 July 2024 to 29 June 2025 (F25). It should be read in conjunction with the Endeavour Group Annual Report 2025, which provides a detailed overview of Endeavour Group's financial performance for F25.

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

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

Information presented in this report is, unless stated otherwise, current as at 29 June 2025.

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

This report may contain forward-looking statements in relation to Endeavour Group Limited ACN 159 767 843 ('Endeavour') and its controlled entities (together 'Endeavour Group' or 'the Group'), including statements regarding Endeavour Group's intent, belief, goals, objectives, initiatives, commitments or current expectations with respect to the Group's business and operations, market conditions, results of operations and financial conditions, and risk management practices.

Forward-looking statements can generally be identified by the use of words such as 'forecast',

'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'guidance' and similar expressions. These forward-looking statements are based on the Group's good-faith assumptions as to the financial, market, risk, regulatory and other relevant environments that will exist and affect the Group's business and operations in the future. The Group does not give any assurance that the assumptions will prove to be correct.

The forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the control of the Group, that could cause the actual results, performances or achievements of the Group to be materially different from future results, performances or achievements expressed or implied by the statements. Investors and prospective investors are cautioned not to place undue reliance on forward-looking statements. Except as required by applicable laws or regulations, the Group does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied on as a guide to future performance.



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



Acknowledgement of Country

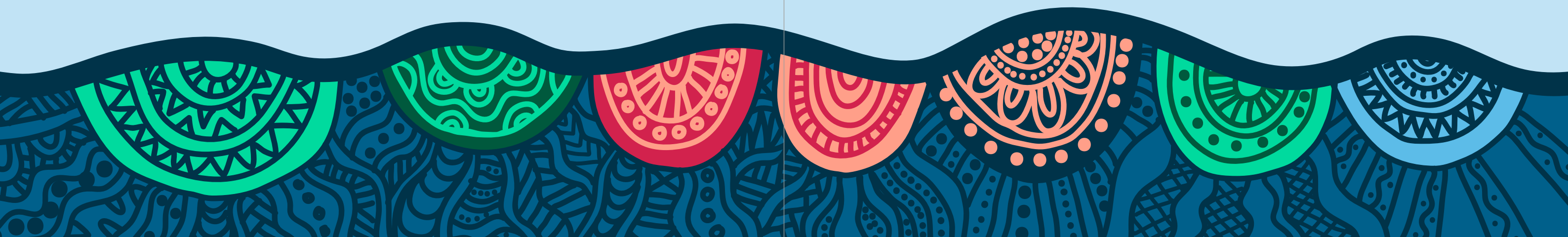
We acknowledge the First Peoples of the lands on which Endeavour operates across Australia and New Zealand. We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Custodians and First Nations of Australia. We pay respects to their Elders past and present, and recognise their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We acknowledge that their continuing care for Country and ancient soils since time immemorial has gifted us a uniquely Australian terroir.

We also acknowledge and respect ngā iwi Māori and their unique role as tangata whenua of Aotearoa/New Zealand and as Treaty of Waitangi partners. We commit to listening to and learning from the voices, stories and cultures of First Peoples where we operate our businesses. Aboriginal and Torres Strait Islander people are respectfully advised that this document may contain images and/or names of Aboriginal and Torres Strait Islander people who may be deceased.

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

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

🔗 See Reconciliation Action Plan 2022 artwork 'Celebration Place' by Riki Salam (Mualgal/Yalanji/Ngai Tahu), www.endeavourgroup.com.au/sustainability



About Endeavour Group

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

Creating a more sociable future, together

Our values

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

Our ways of working

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

Our imprint

The decisions we make today have a lasting imprint on our customers, our team members, the communities we're part of and the planet we share.

That's why our sustainability goals are future-focused and action-oriented, grounded in the values and ways of working that connect every member of our team across all our brands and businesses.

Taking care and acting responsibly in all we do is the positive, enduring imprint which creates long-term value for all our stakeholders, and sustainable growth for our business.



Our key businesses



Nobody Beats Dan Murphy's

Dan Murphy's is Australia's #1 large format drinks retailer with 278 stores, plus four The Cellar stores, nationally. Dan Murphy's, with its Lowest Liquor Price Guarantee, is the destination for value, range and service carrying hundreds of spirits, beers and wines in store, with thousands more available to purchase online.



Leading the way in convenience

BWS is Australia's largest and most convenient drinks retailer with 1,444 stores in its portfolio. BWS offers a tailored range that meets the needs of its local communities and a variety of store formats, including convenient drive-thrus and standalone stores, as well as a growing delivery network and partnerships with ultra-convenience providers.



Creating experiences locals love

ALH Hotels operates Australia's largest network of hospitality venues with 354 licensed pubs nationally. ALH Hotels offers a range of hospitality experiences including electronic gaming, sports bars, bistros, restaurants, accommodation, nightclubs, live sports and racing.



Crafting brands people love

Pinnacle Drinks creates and manages Endeavour's broad portfolio of exclusive brands, which are sold through our retail stores, hotels and on-demand services as well as to key strategic partners domestically and internationally. Powered by deep customer insights, Pinnacle Drinks works at speed to bring innovation and quality products customers love.



A message from our Chairman and CEO

We're taking action to leave a positive and sustainable imprint on our people, our planet and our communities as part of our commitment to long-term value creation.

This year, we've sharpened our focus on the environmental, social and governance topics that matter most to our business, our industries and our stakeholders, including the people we work with and the communities we operate in. This work has helped to simplify and prioritise our efforts on where we can have the greatest impact.

This starts with responsibility and compliance, which remain core to long-term value creation and sustainable growth. We continue to strengthen our responsibility culture by building on the foundations: training, frameworks, controls and leadership oversight. This delivered strong results, including a 95% completion rate for our Leading in Responsibility training across our 30,000+ team members, and an improved 91% ID25 pass rate in Retail reflecting our investment in training and supporting our teams to serve our customers responsibly every day.

Within our communities, the focus is on driving positive change: creating local jobs, contributing to local economies, supporting grassroots organisations and working collaboratively to find relevant solutions to local challenges. Darwin is our leading example of a community-led approach, where our Community Advisory Committee has helped guide our support for progress across local projects and strengthened our long-term partnership with the Larrakia Nation Aboriginal Corporation.

In a year of significant change for our business, the engagement of our 30,000+ strong team held steady, supported by a shared commitment

to 'simplify and focus' on strategic priorities, foster belonging and connection, and drive energy at work for our people. We were proud to be recognised with Silver Tier Employer status as part of our most recent Australian Workplace Equality Index submission, testament to our sustained effort in our LGBTQ+ inclusion initiatives and supporting policies. Improving our safety performance remains a key priority moving into F26, upweighted by internal programs to drive behaviour change supported by dedicated resourcing to accelerate team member recovery and reduce the impact of workplace injuries.

Our journey to enhance the management and disclosure of our climate commitments continues. In F25, we deepened our focus on building climate resilience, supported by increasingly sophisticated analysis, including a preliminary quantitative scenario analysis. We're developing a clearer understanding of our risks, opportunities and influence to help guide our efforts to decarbonise operations and reduce our environmental impact.

There's more to do, but we are proud to share the progress we've made - the positive imprint we're creating - in this Report.

Duncan Makeig
Chairman

Kate Beattie
CEO



Our sustainability strategy

Our sustainability strategy is aligned with our Group strategic priorities and key material topics in the areas of Responsibility and community, People and Planet.

Our approach goes beyond regulatory obligations and reputation management: aligning with global principles for sustainable development, prioritising what's important to our business with the expectations of our stakeholders, and strengthening compliance across all relevant areas of our operations.

And, most importantly, it reflects our culture of responsibility and care - for our communities, for each other and for the environment - and our ambition to enhance the value of our contribution while creating a positive, sustainable imprint.

Principle	Goal	Aligned UN SDG	
Responsibility and community Advocating responsible choices and supporting positive change in our communities	- Demonstrate leadership in the responsible service of alcohol and gambling. - Enable customers to make informed decisions about our products and services to encourage responsible consumption. - Partner with experts to identify potential strategies to address alcohol and gambling related harm in the community. - Collaborate to pursue leading standards for our industries. - Generate a measurable, positive impact in the communities we serve.		Our global context Our strategic goals are directly linked to the United Nations Sustainable Development Goals (SDGs). The SDGs were adopted in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.
People Championing individuality, human rights and personal rights	- Create a safe, inclusive workplace where our teams are trained and empowered. - Respect and promote human rights and ethics in our operations and supply chain. - Respect our customers' privacy and acknowledge the importance of robust privacy principles and practices.		
Planet Reducing our impact on the planet	- Demonstrate our commitment to addressing climate change and reducing our carbon footprint. - Adopt and maintain sustainable practices in our use of natural resources. - Enhance the circularity of our products and our industry.		

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

Sustainability highlights

We are proud of the progress made in delivering against our sustainability ambition so far.

Our sustainability goals reflect our commitment to deliver for our shareholders, our people and our communities.

As we continue to address our most material issues and meet the commitments made in our 2021 sustainability strategy, we are working to drive sustainable value in our business, and increase the value of the contribution we make – our imprint.

As always, we remain committed to continuous improvement – listening, learning and finding ways we can improve, prioritising what's important to our business with the changing needs and expectations of all our stakeholders.

Positive and sustainable imprint

Culture of responsibility and compliance

- Full compliance with regulatory requirements
- 100% of team members complete Leading in Responsibility training

Promoting responsibility

- Creating responsibility campaigns to reach five million people per campaign
- Evolve and improve Player Protect

Community engagement

- Increase our support of community partnerships and reconciliation

People

- Safety – reduce Total Recordable Injury Frequency Rate (TRIFR)
- Team Experience – maintain or improve Engagement (Voice of Team)
- Maintain or improve gender pay equity (WGEA)
- Maintain 40:40:20 gender balance in senior management

Planet

- 100% renewable energy by 2030
- Meet our targets on packaging to improve circularity

Key

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

Achievements in F25

Progress

Reference

- 95% team trained in Leading in Responsibility
- 91% ID25 mystery shopping score in Retail
- 98% ID25 mystery shopping score in express delivery
- 92% team trained in Responsible service/conduct of gaming
- 90% team trained in Responsible gaming training

Progressing
○...○

See pages 16–27

- 9m customer impressions for responsibility messaging during football finals
- Ongoing partnership with DrinkWise
- Launch of Well Played, a new campaign promoting responsible gaming for Hotels guests

Achieving
✓

See pages 22–27

- With our customers, invested \$7.9m in our communities
- National partnerships with GIVIT and Gotcha4Life
- Community projects progressing in Darwin through the Endeavour Community Advisory Committee (CAC)
- Two team members completed a combined 12 weeks of secondment in Indigenous-led community organisations through our partnership with Jawun

Progressing
○...○

See pages 28–35, 42–43

- 10.20 TRIFR
- 72% Voice of Team
- 43% of the Senior Leadership Group is represented by women
- Total remuneration pay gap is 0.5% for Endeavour Group Limited and 0.1% for Australian Leisure and Hospitality Group Pty Limited
- Awarded Silver Tier Status at the Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Inclusion Awards

Progressing
○...○

See pages 36–51

- Cape Mentelle and Isabel Estate powered by 100% renewable energy
- 277 sites with solar generating 22,371 MWh of energy
- 98% of Own Brand packaging is reusable, recyclable or compostable
- 63% average recycled content in Own Brand packaging
- 90% of Own Brand packaging is FSC or PEFC certified or has a minimum of 60% recycled content

Progressing
○...○

See pages 52–61

Our governance

A strong focus on governance and compliance across our strategic priorities helps create sustainable value for our shareholders, and meet the evolving expectations of our stakeholders.

The Endeavour Group Board is responsible for and has oversight of our Sustainability Strategy and its related policies, procedures, standards and statements. The People, Culture and Performance Committee and the Audit, Risk and Compliance Management Committee oversee progress against our key priorities and the management of risks related to achieving our sustainability commitments.

The role of the Chief Executive Officer is to lead the Executive Leadership Team in managing the strategy, including each goal and commitment and any related risks. Each commitment carries Executive sponsorship and the support of the Strategy, Risk, Legal, Corporate Affairs and Sustainability teams, which help our business leaders embed the strategy.

Business units are responsible for operationalising sustainability initiatives with the support of cross functional sustainability teams and Working Groups focused on execution. Risks and progress against sustainability metrics are reported to the Board quarterly.

A remuneration framework for eligible Endeavour Group team members and executives includes Short Term Incentive (STI) measures including sustainability goals. The STI is assessed individually on a team member's performance against Endeavour Group's Ways of Working, including how they have set up their teams for success and how sustainability goals have been delivered. More information about remuneration can be found in the 2025 Annual Report.

Community and location factors are considered in property and licence decisions, especially for new developments or acquisitions, to guide necessary consultation and engagement.

For links to our key policies and standards, including our Corporate Governance Statement and our Board Charters, visit: www.endeavourgroup.com.au.

Our reporting

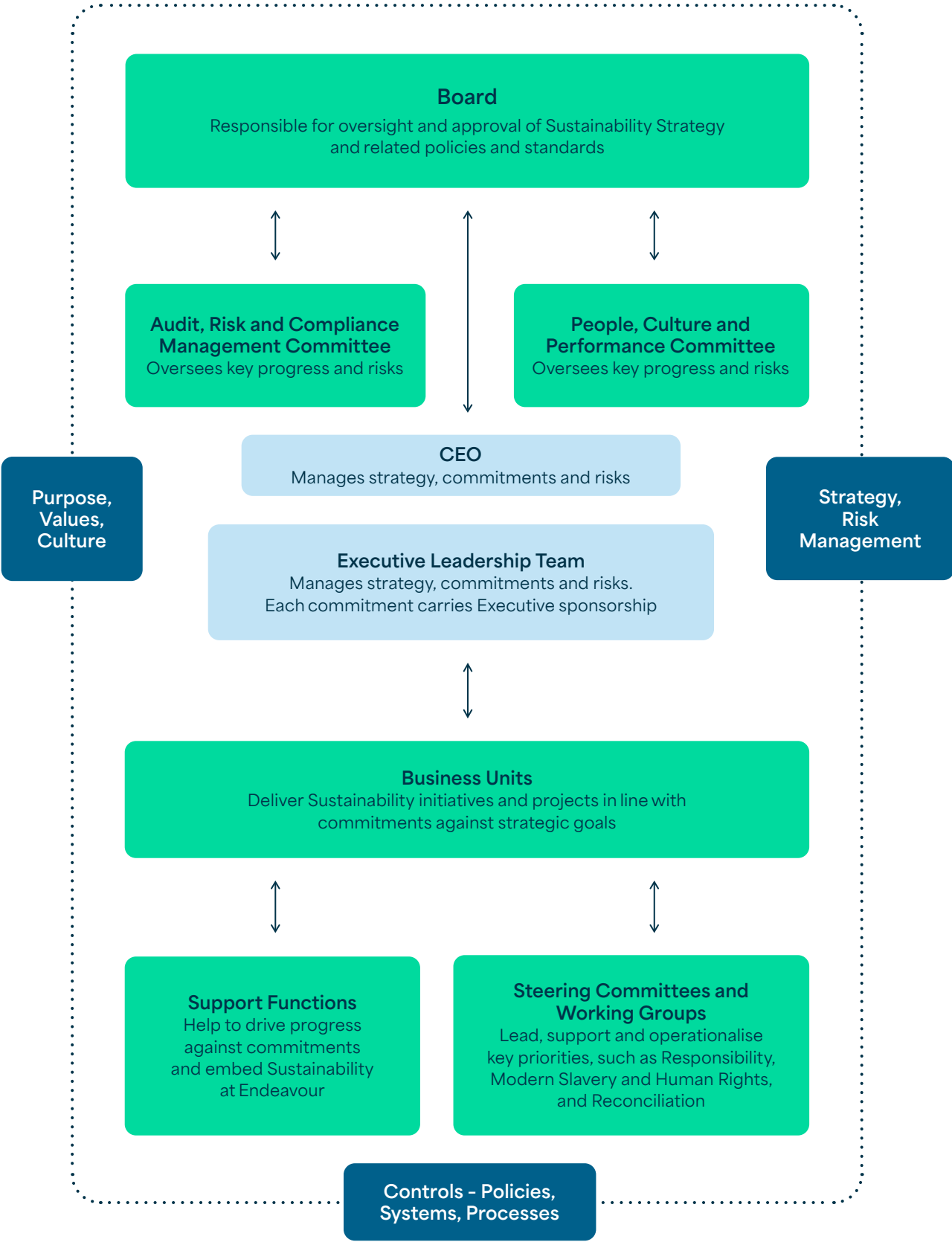
We are progressively increasing our alignment with evolving ESG reporting standards, and continually reviewing stakeholder expectations in this area. This includes working to improve our data capture, collection, and auditing to strengthen transparency and clarity in our reporting.

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

This Report outlines both the progress we have made and challenges we have faced in pursuit of our strategy. It has been prepared with reference to the Global Reporting Initiative Standard (GRI), with consideration to relevant reporting standards including the Taskforce on Climate-related Financial Disclosures (TCFD), United Nations Global Compact, and the Australian Sustainability Reporting Standards.

➔ For links to our key policies and standards, including our Corporate Governance Statement, visit: www.endeavourgroup.com.au.

Our sustainability governance framework



Our material matters

This year, we completed a preliminary double materiality assessment to better understand the issues, risks and opportunities that matter most – both to our business and industry. This builds on previous materiality work and keeps us focused on our environmental, social and governance priorities.

The materiality process

To identify where sustainability impacts, risks and opportunities may be present, we first mapped the key upstream and downstream parts of our value chain. In Retail, this included key activities across our stores, online channels, packaging and production. For our Hotels business, we mapped key activities across gaming, hospitality and accommodation, as well as renewals and fit-outs.

We then consulted with our senior leaders and external stakeholders to validate the impacts, risks and opportunities identified.

There was strong agreement on the importance of acting responsibly in our interactions with customers, team and suppliers, as well as a continued focus on regulatory and compliance-related matters that have bearing on our licence to operate.

Many stakeholders are also eager to see our progress on climate change – in particular, our emissions reductions plans on the path to our 2030 and 2050 targets.

We then compared our approach to other retailers and hotel operators, both locally and globally. This helped us understand how evolving sustainability disclosures and reporting may affect us, and what we can learn from peers and suppliers already responding to these changes.

Understanding our impact

The materiality assessment process encourages businesses and industry to consider the impacts that they may have on society and the environment – both positive and negative.

Environmental impacts in our industries include GHG emissions linked to energy use and refrigerants, waste from packaging, and water usage in production processes.

From a societal perspective, the biggest issues and impacts relate to data privacy, responsible marketing and service of alcohol and gaming, as well as the health, safety and wellbeing of team.

Assessing financial materiality

Our double materiality assessment also considered how ESG-related risks and opportunities may affect our business financially, with findings tested against an internally set materiality threshold to determine which areas may carry a financial risk to Endeavour if poorly managed.

An important context for our materiality work is recognising that our operations are both complex and complementary. Our key business areas – production, retail and hospitality – often intersect and support one another.

A simplified example of how our key operations can intersect:



Our double materiality assessment

After reviewing 41 sustainability topics, we grouped them into 13 core focus areas. Of these, five were identified as having **double materiality**. This means they are material to our business performance, and have a potential wider impact on society or the environment.

These are: business conduct and regulatory compliance; responsible operations; data privacy and security; team health, safety and wellbeing; and energy and climate change.

Topic	Impact Materiality	Financial Materiality	Material Topic
Energy and climate change	●	●	✓
Nature (biodiversity and water)	●	●	
Circularity (packaging and waste)	●	●	
Diversity, equity and inclusion	●	●	
Team health, safety and wellbeing	●	●	✓
Talent attraction and development	●	●	
Workplace practices	●	●	
Human rights and supplier relations	●	●	
Affected communities	●	●	
Data privacy and security	●	●	✓
Operating responsibly	●	●	✓
Business conduct and regulatory compliance	●	●	✓
Shareholder returns	●	●	

Key ● Low ● Medium ● High

Our double materiality assessment confirmed responsibility and compliance as our most material topics.

Five core areas are identified as having double materiality for Endeavour Group, which means they matter not only to our business performance, but also have significant impact on society or the environment. The below table indicates our approach to these core material topics. The order of the themes below does not equate to the importance of the topics or how we prioritise our actions to address them.

Material topic: Business conduct and regulatory compliance

Our purpose and values guide our commitment to ethical, responsible business conduct. We prioritise transparency, compliance and active engagement with regulators, investors and communities. This includes governance and disclosure through our annual reporting, market updates, and through our Tax Transparency Report, aligned with the Board of Taxation’s Voluntary Tax Transparency Code.

Compliance is core to our operations. We navigate complex, State-based licensing with strong frameworks and operational capability. Our stores and venues are required to maintain compliance with all relevant liquor and gaming laws, and we developed our own national standard for ID checks, age-verification tools, delivery cut-offs and RSA training to protect communities and customers using online delivery.

In hotels, our Player Protect framework includes a range of measures to support safer gaming for our guests, driven by best in class team member training and technology to support responsible gaming.

This commitment to responsibility strengthens our ability to meet compliance obligations, and community expectations and helps maintain our licence to operate. In turn, we contribute through taxes paid to – and collected on behalf of – Australian Federal and State governments each year. More information can be found in the Tax Transparency Report available on our website.

The Board plays an important role in upholding responsible business conduct by adopting sound governance practices. It oversees a corporate governance framework designed to optimise performance, manage risk effectively and foster a strong organisational culture throughout the business. Further detail is available in the 2025 Annual Report and Corporate Governance Statement.

Through transparency and engagement, we aim to exceed regulatory expectations, lift industry standards, and build trust in our brands and businesses.

For more information about our approach, see pages 16-27 and the 2025 Endeavour Group Annual Report

Material topic: Operating responsibly

From our stores, hotels and online businesses to our wineries, vineyards and bottling facilities, our day-to-day operations prioritise customer health and safety, responsible service of alcohol and gaming, and doing the right thing, in line with our values and ways of working.

Our 30,000+ team members complete dedicated responsibility training, whether they are in customer facing roles or not, to help build a shared understanding of what it means to lead in this area.

We are also working with industry to help lift overall standards and promote sociability and responsible consumption in the community. We are active in more than 125 Liquor Accords in communities across the country, a signatory to the Alcohol Beverages Advertising Code (ABAC), and long-term partners of DrinkWise.

In addition to industry standard compliance on responsible marketing, we invest in responsible consumption messaging and safer gaming education – empowering our customers to make informed decisions. This also extends to product innovation and ranging in stores and hotels, with a growing range of low and no alcohol options available to support customers who seek to moderate their consumption.

A formal quality assurance framework across our retail and production operations also safeguards high quality and responsibility standards, supporting clear regulatory labelling of our Own Brand products.

Together, these initiatives reflect our commitment to community wellbeing, responsible business practices, and the role we play in creating a more sociable society.

For more information about our approach, see pages 16-27

Material topic: Data privacy and security

We approach data privacy and cyber security as a Board-level risk, embedding legal compliance and employee capability-building to protect customer and business data. Our team undergoes mandatory privacy and cyber training on a regular basis, plus refresher training whenever our processes change.

We prioritise transparent communication with our customers regarding how their data is collected, used and protected.

Our technical safeguards include encryption protocols, multi-factor authentication and layered access controls for all customer-facing brands and internal systems.

This approach, with team capability, robust technical controls and third-party assurance, aims to minimise risk and reinforce customer trust in our brands.

For more information about our approach, see page 51

Material topic: Team health, safety and wellbeing

We believe creating a positive and supportive work environment leads to improved employee satisfaction and long-term business success. This means the health, safety and wellbeing of our 30,000+ strong team is a core contributor to our business value.

Everyone who works with our business is required to adhere to stringent health and safety protocols across our network of sites and has access to targeted wellbeing programs. We have a safety-first approach that requires regular risk assessments, incident reporting and mandatory work health and safety training, with Board-level oversight of trends and progress against targets.

Our annual Voice of Team survey and regular listening sessions capture frontline feedback on overall engagement and retention, with results used to refine programs.

Through our wellbeing program, Endeavour Wellbeing and Support, we provide our team more holistic support across physical, mental and financial wellbeing. We also offer Mental Health First Aid training for leaders to build capability in supporting individuals who may be suffering a mental health crisis, until emergency or professional support is available.

For more information about our approach, see pages 44-45

Material topic: Energy and climate change

Our management of energy and climate change combines long-term transition planning with near- and medium-term actions to help us to continue to reduce our environmental footprint.

We recognise the importance of building an understanding of climate change impact on the business. Over the last few years, we have completed a climate risk assessment and a qualitative scenario analysis, and this year we have performed our first quantitative scenario analysis. We are still working through our findings and reviewing opportunities to integrate these risks into Endeavour’s enterprise risk management processes.

This year, we have worked to strengthen the processes we use to capture, track and validate our scopes 1 and 2 emissions, as well as building an inventory of our scope 3 emissions. We have also started to develop preliminary roadmaps to achieve our emissions reduction targets.

Key initiatives are underway to address our material energy emissions, including continued roll-out of solar installations and transcritical refrigeration systems, as well as sourcing renewable energy for two of our winery and vineyard sites.

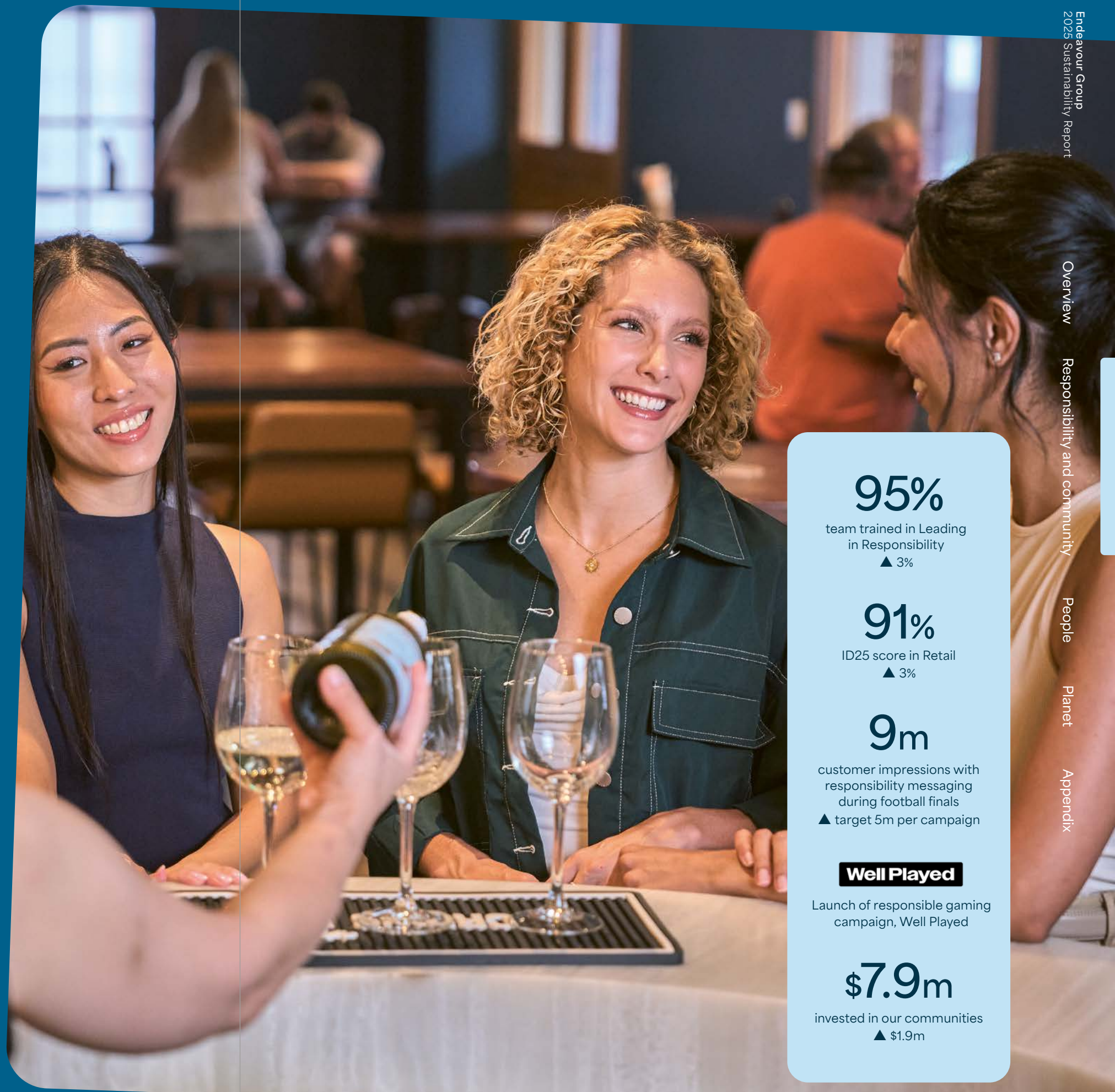
For more information about our approach, see pages 52-61



Responsibility and community

Promoting responsible choices and supporting positive change in our communities.

We're committed to strengthening our culture of responsibility, built on a core foundation of compliance. Responsibility defines who we are, what we stand for, and how we connect people and communities through our brands, products and hotels.



95%

team trained in Leading in Responsibility
▲ 3%

91%

ID25 score in Retail
▲ 3%

9m

customer impressions with responsibility messaging during football finals
▲ target 5m per campaign

Well Played

Launch of responsible gaming campaign, Well Played

\$7.9m

invested in our communities
▲ \$1.9m

Committed to responsibility

A strong responsibility culture, with compliance at the core.

We continue to embed responsibility in every part of our business, from culture and strategy to day-to-day operations, to meet our commitments and the expectations of our customers, communities, regulators and other stakeholders.

This is grounded in our values and our commitment to creating safe, inclusive and memorable experiences across our brands, hotels and stores. Placing compliance at the centre of our strategy and decision making shapes how we serve our customers every day.

We know that strong foundations are key to compliance. That's why we continue to invest in our people, processes and systems - improving resourcing, training, frameworks, controls and oversight - to meet our obligations and raise standards across our operations.

We take these responsibilities seriously, and remain focused on continuous improvement to strengthen our compliance practices so as to remain robust, transparent and aligned with regulatory expectations. The size, scale and footprint of our business positions us well to lead by example and drive meaningful, sustainable change, as well as partner with industry, government and our communities.

Responsible Operations Steering Committee

With ongoing rigour and reporting around checking compliance in responsible service of alcohol and gaming, the Responsible Operations roadmap is integrated into our business functions, and progressing well against targets. As such, the remit of the Responsible Operations Steering Committee is now embedded into existing governance and reporting structures.

Customer Responsibility Steering Committee

Our Customer Responsibility Steering Committee continues to oversee our responsible use of customer data, compliance with marketing codes and standards, as well as our roadmap in customer-facing, external initiatives which educate, advocate and encourage personal responsibility, choice and moderation. This Committee is chaired by the Chief Marketing Officer, meeting every two months and regularly reporting to Board Committees (see pages 10-11).



Goal 1

Our responsibility culture

By strengthening our culture of responsibility, enhancing compliance and improving our training and initiatives, we're working to leave a positive and lasting imprint on our communities.

Leading in Responsibility

Every team member in the business is required to complete our Leading in Responsibility training. This program sets clear expectations around responsible service of alcohol and gambling and helps build a strong, shared culture of responsibility.

Leading in Responsibility goes beyond legal and compliance requirements, reflecting the importance we place on every team member understanding and upholding our responsibility commitments.

Leading in Responsibility is part of our induction and onboarding process, with all team members required to complete the training within their first 90 days. As at year end, 95% of all team members had completed the training.

Training and capability

We support our frontline Retail and Hotels teams with training and capability programs aligned to State regulations. Relevant team members hold Responsible Service of Alcohol (RSA) and Responsible Service of Gambling certifications. Additional training helps our teams verify proof of age, refuse service when needed, and record service-related incidents.

Our custom Responsible Gaming Training module supports Hotels team members with identifying potential problem gambling, interacting with players, and offering support options. By year end, 90% of relevant team members completed this training.

We continue to meet State-based compliance requirements, including responsible service promotion, signage, and participation in local Liquor Accords.

F25 training rates and certifications, and F25 targets, are indicated below:

Training	Background	Legislated requirement	F24 Actual	F25 Actual	F25 Target
Leading in Responsibility	Overview Bespoke training designed to give team members a shared understanding of responsibility culture based on values and ways of working.	No	92%	95%	100%
	Basis of preparation In line with Sustainability Strategy commitment.				
Responsible Service/ Conduct of Gaming training	Overview Legislated requirements for relevant team members to complete Government-mandated gaming training.	Yes	94% ¹	92% ¹	90% ¹
	Basis of preparation This training rate is measured at a point in time. As team members have up to three months to complete it under legislation, the rate may be below 100% while remaining compliant.				
Responsible Gaming Training (online)	Overview Bespoke, advanced gaming training for relevant team members.	No	96% ¹	90% ¹	90% ¹
	Basis of preparation This rate is measured at a point in time, and because of team movement and training timeframes, it's unlikely to ever be exactly 100%.				

1. Of relevant team members.

Responsible service

Our team is supported by a range of policies, procedures and awareness campaigns designed to drive responsible service and make sure our products end up in the right hands.

Online and delivery

We continue to drive responsible service initiatives through our online and delivery channels, supported by voluntary and legislative codes as well as our own Online and Delivery Code.

The Responsible Operations Steering Committee approved two key changes to the management of ID checking in our express delivery channels. The first was to require an ID check for all same day deliveries regardless of the customer’s perceived age, and the second was to reconfigure our mystery shopping methodology to increase the amount of mystery shops per order for new carriers and carriers with higher rates of failure. While this process would likely increase the amount of failures reported, it would improve our visibility of those issues and allow us to improve our performance in the long term.

In F25, mystery shopping of same day delivery orders demonstrated a pass rate of 98%, which is an increase from our F24 performance and in line with our expectations.



ID25

A key focus of work in F25 was uplifting our ID25 program, which supports teams to screen a wider range of customers for identification so that only adults aged over 18 years are provided service. Team members are trained to request ID prior to a sale if a customer looks under the age of 25, and to refuse service to any customer in school uniform or unable to produce identification, in line with our Refusal of Service Policy.

An independent Mystery Shop program monitors ID25 compliance in retail stores as well as online and delivery channels, with coaching and training support offered to team members within 14 days in the result of a case raised through the system. ID25 failure does not mean a minor was served, but that an adult aged under 25 has not been asked for identification during the Mystery Shop period.

BWS stores are tested quarterly, and Dan Murphy’s stores are tested twice per quarter. In F25, our ID25 compliance rate was 91% - above our target and F24 result thanks to a focus in this space.

“Over the last four years, we’ve worked very hard to improve our training and support for our store teams, so that ID25 is always front of mind.”

Jason Chant, National Operations Lead, BWS

The Customer Responsibility Steering Committee reviews progress against the responsible service targets indicated below six times a year. Key indicators are reported to the Endeavour Group Board quarterly.

Key targets	Background	Legislated requirement	F24 Actual	F25 Actual	F25 Target
ID25 Training	Overview Bespoke training for retail team members. If failures are identified through Mystery Shop, team members are required to repeat the training program. Basis of preparation Due to onboarding and leave, 95% of team members is deemed nearly ‘full completion’ of the training program at any one point.	No	97%	93%	95%
ID25 mystery shopping - liquor retail	Overview A third-party organisation employs individuals aged between 18-25 to shop in our retail stores, and give a pass or fail score based on whether the team member requests photo ID. Basis of preparation 100% success on ID25 mystery shopping is near impossible given regular recruitment of new team members, the subjectivity involved in assessing whether someone is 25 or not, and the issues associated with customer aggression.	No	88%	91%	90%
ID25 mystery shopping - express delivery	Overview A third-party organisation employs individuals aged between 18-25 to shop online, and give a pass or fail score based on whether the driver requests photo ID. Basis of preparation Improvements in ID25 mystery shopping require continuous engagement with third-party delivery organisations.	Mystery shopping not required, however some States and Territories require ID checking for all express delivery orders	93%	98%	95%
Refusal of Service training	Overview Bespoke training program allocated to team members working in retail stores aligned to Endeavour’s Refusal of Service Policy. Basis of preparation Due to onboarding and leave, 95% of team members is deemed nearly ‘full completion’ of the training program at any one point.	No	97%	99%	95%



Goal 2

Promoting responsibility

We encourage responsible consumption by helping our customers make informed choices, promoting moderation through our marketing and investing in dedicated responsibility campaigns.

Moderation and range

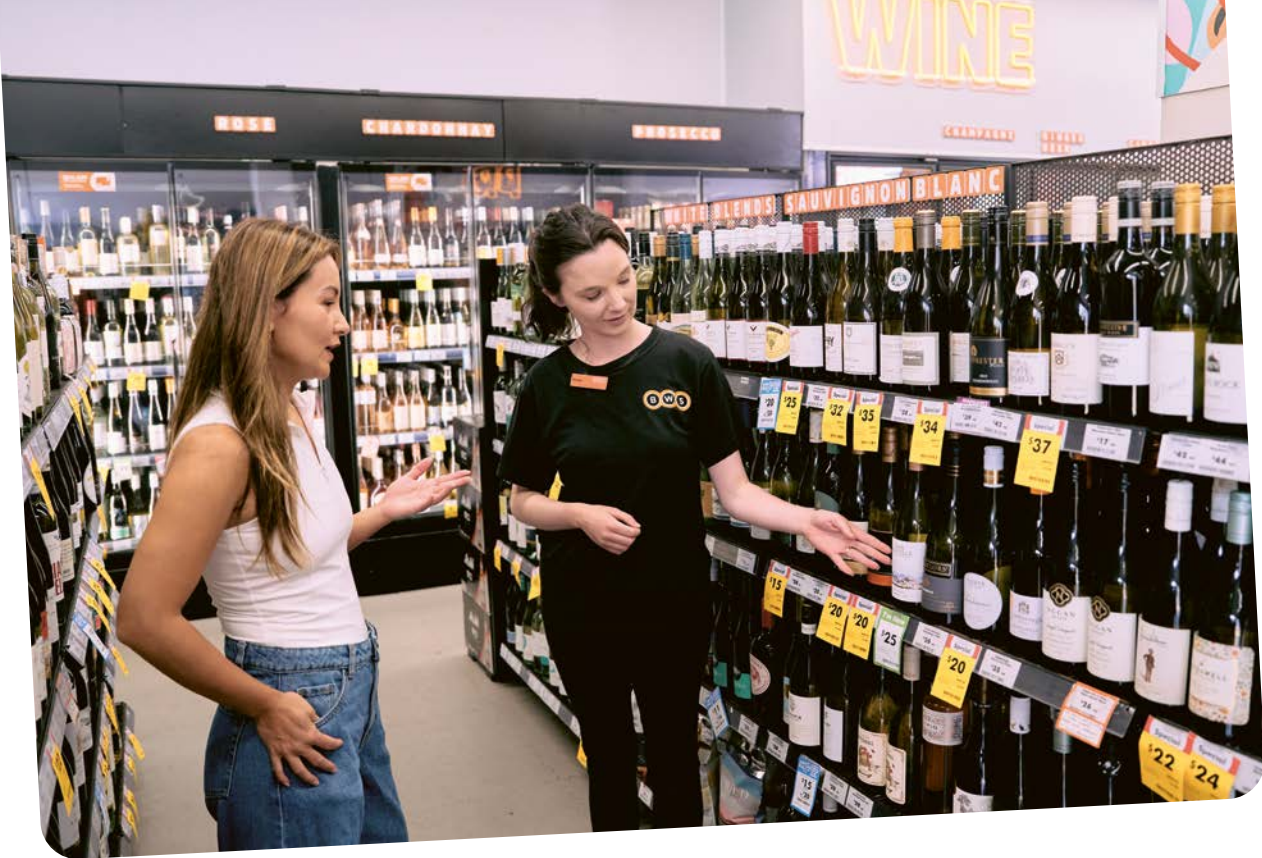
We range more than 200 low and no alcohol products across wine, beer, and ready to drink categories, so that our customers have both incentive and choice in moderating or lowering their alcohol consumption.

Almost 10% of our customers will buy a non-alcoholic product throughout the year, however less than 0.5% exclusively buy non-alcoholic products. The remaining 9.5% also interact with full strength alcohol, reflecting that moderation is not necessarily an 'all or nothing' approach, but rather, that people are looking to create their own balance with consumption depending on the occasion.

No and low alcohol consumption tends to skew towards social events with family and friends, driven by a desire to enjoy the occasion without the effects of alcohol.

Engaging, branded activations continue to help shift customer attitudes toward the category at point of sale and major events, encouraging people to celebrate responsibly.

Zero% and Low and No Alcohol non-alc pop-up bars served drinks at Melbourne's Midsumma Festival, and Zero% content is integrated into our key trading period campaigns in-store and online.



Promoting responsible choices

Encouraging people to enjoy sociable moments includes a commitment to promoting responsible consumption choices at point-of-sale, when purchasing decisions are made.

Our responsible service principles, Secondary Supply Policy and Refusal of Service Policy help our team members refuse minors from accessing alcohol and discourage adults who might seek to obtain alcohol for supply to minors. These are supported by prominent point-of-sale signage promoting the ID25 program, supporting our team to ask for the provision of identification, as well as *Don't Buy It For Them* promotional material.

Our partnership with DrinkWise continues to deliver relevant, timely messages about responsible consumption choices to relevant audiences.

A key campaign period is during the November and December Schoolies period each year, where we support and communicate DrinkWise's responsible consumption campaigns through point-of-purchase marketing in prominent Schoolies locations to encourage safe, responsible celebrations.

In Hotels, our new guest-facing initiative, Well Played, provides positive reinforcement when a guest implements responsible gambling strategies. Messaging is regularly refreshed to support promotion of and education around safe, positive gambling choices.

See page 27 to see how Well Played fits into our Player Protect framework.

A photograph of a bartender in a dark top pouring a drink from a bottle into a glass. The bar has various bottles and glasses in the background.

Responsible Drinking

To support our team, we offer a dedicated Responsible Drinking training program, developed in conjunction with DrinkWise. It helps our people to understand responsible consumption habits and support options available for those experiencing challenges with moderation.

Addressing family and domestic violence

We recognise the concerning statistics around family and domestic violence in our communities, and the important role we can play in reducing harm, supporting those impacted, and helping foster a culture of respect and safety. These issues are complex, but we are committed to being part of the solution by supporting our teams, engaging with experts, and promoting positive behaviours in the community.

To guide our efforts, we regularly engage with experts across the family violence and alcohol and other drugs sectors. Guest speakers have presented to our Customer Responsibility Steering Committee on alcohol-related harm and family violence, offering valuable insights into the challenges faced in communities across the country.

We provide leave, financial assistance and mental health support to team members who are personally impacted, and more than half of our 30,000 team members have completed our bespoke Family and Domestic Violence Awareness training, developed in close consultation with 1800RESPECT, the national sexual assault, domestic and family violence counselling service. The training helps our teams understand the types and signs of domestic and family violence, what to do when they witness or suspect abuse, and how to access the right support. Team members have the option to opt out if the content is triggering.

In the community, we provide funding and goods to family and domestic violence related causes through our national giving partner GIVIT. In F25, together with our customers, we donated \$121,729 to essential support services and recovery programs through GIVIT.

We also donate to and raise funds for the LGBTQ Domestic Violence Awareness Foundation, which helps LGBTQ victims and survivors of domestic violence and abuse through awareness education and access to support services.

We're proud to be part of the 'Always Respect, Always DrinkWise' campaign run by DrinkWise and 1800RESPECT, the Men's Referral Service and 13YARN. Now in its third year, the campaign is timed with major sporting events including the NRL State of Origin, Gather Round, and the AFL and NRL finals - times when moderation and respectful behaviour are more important than ever. Through the use of our digital media screens in Retail, this campaign had a total of nine million impressions across our national network during the two finals series.

Marketing standards

We remain committed to and compliant with the many voluntary and regulatory codes which govern responsible conduct, including marketing, sales and delivery in our industry.

Our Responsible Marketing Standards are being embedded across the business, further reflecting our values and minimising potential harm in our communications. We carefully consider messaging, placement, audience expectations; as well as the potential impact on groups that are misusing alcohol, minors and adults managing alcohol-related challenges. The Customer Responsibility Steering Committee regularly considers case studies in alignment with our standards, and supports our team and external partners in upholding community expectations.

Responsible marketing training

Ongoing Responsible Marketing Learning and Development supports our marketing teams to consider the evolving regulatory landscape and stakeholder expectations in their work. Training includes sessions on our continued membership and adherence to the Alcohol Beverages Australia Code, the Australian Association of National Advertisers Code of Ethics and the Retail Drinks Australia Online Code, as well as the SPAM Act, Privacy Act and relevant Consumer Laws and Fair Trading.

ABAC

Endeavour Group is one of the largest users of the voluntary Alcohol Beverages Advertising Code (ABAC) pre-vetting service, which helps make sure our marketing aligns with community expectations and promotes messages of moderation and responsible consumption. During F25, the ABAC Adjudication Panel upheld three complaints.

The first breach related to a post from a store team member on a private Facebook group, where age restrictions were not applied. Upon receiving the complaint, the post was removed.

The second breach related to BWS advertising on Spotify, where an ad appeared on a privately-created playlist that skewed towards children. BWS advertising was paused on Spotify during the investigation, where it was identified that the playlist was incorrectly classified by Spotify. If classified correctly, the incident would not have occurred. Spotify have since applied additional exclusions for all BWS campaigns.

The third breach relates to the listing of an electrolyte-infused margarita mix on the Dan Murphy's website, where the product description gave the suggestion of a health benefit. The description was amended when Endeavour was alerted to the complaint.

We encourage our teams and marketing agency partners to use internal pre-vetting processes wherever possible. We also undertake ongoing monitoring to help ensure our communications reflect our commitment to responsibility.



Retail media marketing

Through our national network of retail media, with screens present in 34% of Retail sites, we are able to integrate branded and partner responsibility messages, campaigns and initiatives - reaching consumers at the point of purchase, when consideration and decisions matter most.

This reinforces our commitment to informed choice and socially responsible engagement.

Responsible Service of Gaming

We continue to strengthen the governance, compliance and internal controls environment which supports our guests to enjoy gaming responsibly in our hotels. This includes promoting safer gaming strategies and improving how we monitor for potential harm.

Player Protect (see page 27) reflects our long-term responsible service commitments from a strategic, governance and operational level and captures the key things we do to promote and facilitate responsible gaming across our pubs Australia-wide. This includes in-venue policies, education and training for our people, and the support we provide for players.

Governance

In F25, we increased resourcing with the appointment of a dedicated lead for Responsible Gaming, supported by four gaming specialists experienced in gaming compliance and training. This team is integrated in our Hotels business, with ongoing review, management and reporting of RSG interventions including any steps required in order to improve performance.

Team education and training

Our organisational culture of responsibility is brought to life every day by our well-trained, experienced team members and gaming hosts who proactively monitor guest behaviour, engage with customers and refer them for support when necessary.

We continue to invest in best-practice training and education to support the teams who serve guests in our gaming rooms, including enhanced RSG training programs developed with recommendations from the Responsible Gambling Council of Canada (RGCC).

Committed to innovation

A range of tools and technologies help our guests moderate and support our team members to provide positive, timely customer interactions. This includes Facial Recognition Technology, which supports Self-Exclusion in our hotels across South Australia, and our Voluntary Pre-Commitment (VPC) program, a carded play system that offers responsible gaming information, resources and support services at log-in, and allows guests to preset time and play limits. Our teams in VIC, NSW, QLD and the NT are also supported by automated monitoring, which assesses game play, looks for signs of problematic behaviour, and alerts our teams to engage customers who may need support.

Regulatory engagement

We hold ourselves to the highest standards and work with regulators, governments and experts to meet – and, where possible, exceed – our regulatory requirements. This includes working in collaboration to understand if new technologies and trials can be explored in other jurisdictions, as well as reviewing ways to support in-venue trials to improve responsible gaming outcomes.



Independent benchmarking

Since 2017, we've worked closely with an independent not-for-profit, the Responsible Gambling Council of Canada (RGCC) to benchmark our work in responsible service of gaming in our hotels. Our biennial audit takes place in April 2026. This audit will include more time with Venue Managers to better understand on-site management of key controls and determine areas for improvement.

“Our focus on outstanding customer service and care, driving education around safer gaming strategies, and working with external partners to continuously improve and evolve our approach to global best practice, creates more enjoyable, safer gaming rooms for all our valued guests.”

Dan Rule, General Manager, Regulatory and Compliance, Endeavour Group



Well Played

In F25, we launched Well Played, a new customer-facing responsible gaming initiative for our Hotels guests.

Well Played supports guests to make informed choices around their gaming, providing positive reinforcement when responsible gaming strategies are used, such as limit-setting, taking breaks and engaging with safer gaming tools such as Voluntary Pre-Commitment.

Our responsible gaming commitment



Goals 3 & 4

Creating positive change, together

We are driving positive change in our communities by working with others to understand and address misuse-related issues.

While most customers enjoy our products responsibly, we recognise our role in minimising harm, understanding misuse, and providing solutions to challenges arising from misuse. We work closely with experts, health organisations, researchers, government regulators and community groups to better understand our impact, enhance harm minimisation efforts, and create locally relevant solutions.

We also work closely with a range of groups on elevating overall industry standards in responsibility and compliance.

In F25, positive working relationships were being established across the country, including engagement with key local stakeholders on the Central Coast of NSW, in the West Kimberley region (WA), in Alice Springs (NT) and Greater Sydney as well as meetings with newly-elected MPs and community groups in Townsville and Cairns, in North Queensland.

Secondary Supply Forum

In Darwin, we met with 30 local stakeholders – including regulators, health organisations, community groups and alcohol and other drugs service providers – to discuss issues of secondary supply. Engagement and conversations are ongoing, looking at the responsibilities of retailers and industry, as well as opportunities to engage more First Nations groups to generate community-led solutions.

Liquor Accords

We play an active role in 125 Liquor Accords across the country, engaging with licensees, regulators, police and community groups to develop localised solutions that reflect community needs and enhance safety. Our teams listen to the community, propose voluntary measures for stores and hotels, and work to align with public health and safety expectations. Our priority is managing our licences well, working together to serve our local communities responsibly and create a positive impact over time.



In May, Senior Leaders from Endeavour Group participated in a panel discussion at the NSW Liquor & Gaming Advisory Committee's Liquor Accord Panel, talking about some of the great work being done through Liquor Accords across the State and opportunities for involvement and improvement.

“We believe in the positive impact the industry and others can make by working together. Liquor Accords are an excellent mechanism to consider complex issues at a local level and implement relevant solutions.”

Rich Fifer, Head of Community Relations, Endeavour Group



Endeavour Group team meet with the Community Advisory Committee in Darwin

Community-led sustainability

Through our Community Advisory Committee (CAC) in Darwin, we work with the local community to create a positive, sustainable imprint.

The CAC helps prioritise local consultation, listening and learning to understand community challenges and opportunities. This allows us to support existing community efforts more effectively, ultimately leading to more inclusive and impactful initiatives.

The CAC is a panel of community leaders selected to help ensure diverse representation and bring a wide range of experience from business, research, community leadership, health services, social services, policing and licensing. The group is united by a common goal of advocating for stronger, more connected communities.

Since 2022, the CAC has fostered collaboration between Endeavour Group and local stakeholders, with conversations ranging through harm minimisation, access and demand, education, and reconciliation. The CAC reports its progress and recommendations to the Endeavour Group Executive Leadership Team.

For an update of the projects and partnerships the CAC has recommended for Endeavour's support, see page 30.

“Endeavour’s continued investment in the programs supported by the Darwin Community Advisory Committee shows commitment to a long-term partnership that will create positive impact and stronger relationships with the local community. Our shared, community-led projects are gaining momentum and contributing towards building a better future for our young people, who will become tomorrow’s community leaders.”

Natalie Harwood, Darwin Community Advisory Committee

9

community groups engaged through the CAC

11

stakeholder meetings with the CAC

\$338k

value of community investment through the CAC



Yarning Circle

Members of the Community Advisory Committee were present for the official opening of Sanderson Middle School’s Yarning Circle in August. Developed with the support of Endeavour Group and other community partners, and featuring Larrakia artists, the new Yarning Circle offers a safe, calm area for students to connect and learn about First Nations people and culture.

Investing in Women’s leadership

To address an identified gap in leadership for women in the Darwin community and begin laying foundations for building a pipeline of future female leaders, a co-designed and Indigenous-led and delivered leadership program is in development for a pilot roll-out in F26. The Rise Up Leadership Program for Women will offer a culturally grounded, modular course designed to empower young First Nations women by building their confidence, leadership, and decision-making capabilities.

Youth Centre for the Bagot Community

A business case, fundraising strategy and prospectus has been developed for a Youth Centre in the Bagot Community. The Youth Centre, designed in consultation with local youth, is planned to be a safe space to connect, share stories, take time out, have fun together, and access health, cultural activities, development and support services. These programs will aim to support youth engagement with school and influence positive life choices addressing resilience and harm/demand reduction within the Bagot Community.

Life Changer Youth Mentoring

The CAC has engaged The Life Changer Foundation to conduct a mentoring pilot program at Sanderson Middle School. The Life Changer Foundation develops and facilitates preventative youth mental health programs that focus on building social, emotional and resilience skills for life. Student feedback from the pilot has been positive with high levels of engagement reported on both content and delivery, and the impact the sessions made in helping students build confidence, resilience, and a stronger sense of self.

Youth Engagement Program

Endeavour supported the IBC Community Services Strong and Connected youth engagement program, which delivered nine cultural sessions for 101 local youths aged between 10-16. The program focuses on supporting social, emotional, spiritual and cultural growth, recognising the unique needs of local youth from diverse backgrounds.

Through open conversations and connection, the program created a safe space for participants to share their experiences, helping us offer support where it’s needed most.



Our partnership with Larrakia Nation

Our formal partnership with Larrakia Nation Aboriginal Corporation, now in its third year, reflects our long-term commitment to working together to address community priorities in Darwin. Larrakia Nation is the peak body for the Larrakia people, the Traditional Owners of the Darwin region, and a key service provider for Aboriginal people in the area.

Established through consultation with our Community Advisory Committee (CAC), the partnership is guided by a collaborative operating plan that supports shared learning and growth. Endeavour Group contributes leadership development, training, mentoring and operational support to build capability within Larrakia Nation, while deepening our own cultural awareness, understanding of community challenges, and approach to working respectfully on Larrakia Country.

Endeavour has been a proud Gold sponsor of Larrakia Nation Aboriginal Corporation’s NAIDOC Week program in Darwin since 2022. This includes support for the Flag Raising ceremony, NAIDOC March and NAIDOC Gala and Awards held in Darwin.



“NAIDOC Week is a real celebration of the culture, history and achievements of Aboriginal and Torres Strait Islander peoples. It’s for everyone, we all get to be actively involved and connect together in our local communities across the country.”

Clint Johnson, BWS State Manager, SA/NT/WA and proud Ballardong-Noongar man

Left to right: Merlin Chandra, Clint Johnson, Noriani Blaauw and Stu Totham, Endeavour Group



Goal 5 Community imprint

We aim to create local jobs, contribute to regional economies, and provide support through our people, stores, hotels and brands.

Our community approach

Our community partnerships strategy is underpinned by three key pillars, aligned to our purpose. This allows us to create a focused impact in the communities where we live and serve, including a mix of national partnerships and targeted local initiatives. We understand a 'one size fits all' approach may not suit every brand or community, so we encourage our teams to have the flexibility to partner with and invest in initiatives that matter locally.

We use the Business for Societal Impact (B4SI) Framework to assess, monitor and manage our partnerships, charitable activities, registrations, campaigns and financial in-kind donations year on year. B4SI is a global standard used to drive clarity and consistency in the measurement of social impact.



Pillar	Background	National partners
Promoting responsible social connection	Facilitating and encouraging social occasions in a responsible way. We have an opportunity to be the business that brings people together to connect.	DrinkWise (see page 23) Pride Foundation (see page 40) SupportAct (see page 35)
Improve mental fitness	Using our Group ambition, the breadth of our business and the scale of our stakeholders to provide support that improves mental fitness and helps remove barriers to social connection.	Gotcha4Life (see page 33)
Support communities in need	Support for relevant groups in line with our values of community, caring and connection.	GIVIT (see page 33) Jawun (see page 43) Earth Month (see page 59)



GIVIT

In F25, our teams helped raise more than \$2.5 million for our national community giving partner, GIVIT, to provide timely, practical support to people in need across the country.

Funds are raised through customer and team member contributions at donation tins at cash registers, quarterly GIVIT Days, brand partnerships and Dan Murphy's gifting hub; and support Australians experiencing hardships by providing essential goods and services via GIVIT's network of local charities.

During times of crisis, the Endeavour network allocates fundraising to recovery efforts, such as the recent clean-up across southern QLD and Northern NSW from the impacts of Tropical Cyclone Alfred.

Together with our customers, Endeavour Group has donated more than \$5 million to GIVIT since our partnership began in 2020.

“Donations of essential goods and services, no matter how big or small, can change the life of a person experiencing hardship. Whether it’s the donation of an iPad to help a child continue their education or a grocery and fuel voucher for a mother escaping domestic and family violence, every donation has an impact.”

Chris Staines, GIVIT CEO

Gotcha4Life

Our partnership with Gotcha4Life helped support the launch of an app-version of the Mental Fitness Gym, a free online service available to all Australians to assist in improving their mental fitness.

The app provides evidence-based tools to help strengthen your emotional muscles, stay connected and take action to build mental fitness and was developed alongside psychologists, coaches and mental health experts. Through our partnership, Endeavour Group donated more than \$250,000 worth of retail media marketing in stores to help launch the app and drive customer downloads.

Our team also gets behind the organisation by taking part in community fun runs to raise money for Gotcha4Life programs.



In the community

Through our offices, stores and hotels, our team members play an active role in more than 1,700 local communities across the country every day – from small acts of support like volunteer working bees and sausage sizzles to month-long fundraising drives and charitable campaigns. With the generous support of our customers, more than \$7.9 million was raised and donated to more than 500 community groups across the country in F25.

Dan Murphy’s Regional Heroes

The Regional Heroes program helps our stores connect with and support their regional communities. In F25, 72 \$1,000 grants were awarded to a range of sporting clubs, community and not-for-profit organisations, as selected by store teams.

“It’s a great way for our team members who live and work in their local communities to better connect with the people around them and make an impact.”

Agi Pfeiffer-Smith,
Managing Director, Dan Murphy’s.



Meet some of our Regional Heroes grant recipients

Feed Me Bellarine

In Ocean Grove, VIC, Feed Me is a community-driven movement to rescue quality surplus food to feed those in need – no questions, no agenda. Its founders, Lana Purcell and Chef Anthony drew on their own lived experiences with mental health and the pressures of the hospitality industry to create a model that addresses food waste, mental health and community support.

www.feedme.org.au

Pop In

Pop In is a welcoming-in hub in the Southern Highlands of NSW, for women and children threatened or impacted by domestic violence and abuse to find the support of professional staff and committed volunteers for as long as they need.

www.popin.org.au

Yarn Bark

Supports First Nations People and Communities in and around Ballarat, VIC, on their journey of healing and reconnecting to their cultural foundations and pathways through transformational experiences.

www.yarnbark.com



Children’s Hospital Foundation

Across Queensland and the Northern Territory, Hotels raised an incredible \$563,835 for the Children’s Hospital Foundation’s Christmas Appeal, supporting sick and injured kids.

Since the partnership began in 2013, our QLD/NT Hotels teams have raised over \$2.1 million, earning a well-deserved place in the Foundation’s Hall of Fame.



Support Act

Live music brings people together and our Hotels team love donning their favourite Aussie music tees during Ausmusic T-Shirt Day. Endeavour Group proudly donated \$40,000 to Support Act, with our teams raising an additional \$18,859. Support Act is a charity which offers crisis relief services, and mental health and wellbeing programs to musicians, managers, crew and music workers.

In November, Hotels also relaunched the Hotter Than Hell music festival after a five-year hiatus, led by National Entertainment Manager, Sharlene Harris.



Very Special Kids

Hotels and Support team members and their families joined this year’s 24-hour Treadmill Challenge event, with six treadmills going strong across 24 hours in June to raise money for our long-term partners, Very Special Kids (VSK). VSK provides integrated, palliative care for children with life-limiting conditions and critical support for their families.



Parma for a Farmer

\$145,443 was raised for Rural Aid and farmers across the country during our annual Parma for a Farmer campaign throughout February.

\$1 from each chicken parmigiana sold at our 354 Hotels was donated to Rural Aid, which has provided critical support to farmers nationally since 2015. Rural Aid support services include mental health outreach, water delivery and fodder assistance for drought-stricken regions; as well as financial assistance to relieve the strain caused by ongoing environmental challenges.



People

Championing individuality, human rights and personal rights.

Our purpose and culture of care, respect and inclusion starts with our people, and extends through the trusted connections we are building with our teams, suppliers, customers and communities.



72%

Voice of Team
engagement score
— as F24

43%

Women represented in
Senior Leadership Group
▼ 2%



Achieved
Silver Tier AWEI



Goal 6 Creating a safe and inclusive workplace

Guided by our values, we're building a workplace where every team member feels safe, respected, connected and empowered to reach their full potential. That's how our people create a more sociable future, together with their teams, suppliers and communities.

Voice of Team

Open feedback from our team is critical to building a stronger, more sustainable Endeavour Group. Our annual Voice of Team (VOT) survey gives all 30,000 team members the opportunity to share their experiences and help shape our culture.

In F25, participation rose to 66%, with thousands of insights helping us focus on what matters most. Engagement held steady at 72%, despite a year of significant change.

We continue to focus on the key drivers of engagement we measure:

- **Intent to Stay** – supported by a shared effort to 'simplify and focus' on our strategic priorities.
- **Inclusion** – measuring our team's sense of belonging and connection.
- **Experience vs Expectation** – driving alignment between role and workload against team expectations.
- **Energy at Work** – creating an environment where our people feel energised and motivated by what they do.

For our team, our social and environmental imprint remains important, with 67% of team members saying they are proud of our sustainability efforts.

“We want our team to know that they are safe to come to work as they are, to feel connected to the team that they are in, and to know that they can grow their career with us.”

Holly Varshnei, Senior Manager, Talent Management, Leadership and Inclusion, Endeavour Group

Diversity and inclusion

Diversity and inclusion is central to everything we do as we create a more sociable future, together. By welcoming different backgrounds, perspectives and lived experiences, we foster innovation, strengthen collaboration, and deepen our connection with our team, customers and communities.

A culture of belonging not only makes Endeavour Group a better place to work – it also helps us contribute to a more inclusive, connected and sustainable society. We acknowledge days of significance across the calendar year to foster inclusion and cultural awareness for our team.

Our focus on cultural safety, inclusion and employee experience is supported by strong attraction, retention and remuneration frameworks, alongside policies and measures to promote fairness and opportunity at every stage of employment. This work is guided by our Executive Leadership Team with oversight from the People, Culture and Performance Committee.

Gender balance

Achieving and maintaining gender balance in our leadership remains a priority, in line with our target of 40:40:20 gender balance in our Board and Senior Leadership roles (career levels A-D). We're a signatory to the 40:40 Vision, an initiative led by HESTA to pursue diversity in executive leadership in ASX 300 companies.

At year end, following a number of movements in our Executive Leadership Team and Board over the period, women held 43% of senior leadership roles, down from 45% in F24. Women also represented 43% of the Board.

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

Pay equity

We are committed to maintaining gender pay parity and fair and equitable pay for all roles. Our median total remuneration pay gap is 0.5% for Endeavour Group Limited¹ and 0.1% for Australian Leisure and Hospitality Group Pty Limited¹, aligned with the Workplace Gender Equality Agency's +/-5% guidelines and our own tolerance of +/-3%. More information is available on the Employer Statement on our website.

We conduct a deep dive analysis into our highly populated roles to understand the drivers of any pay inequity and act on early insights. We also review our recruitment practices and policies to support a diverse gender and skills based workforce.

Pay decisions are overseen by our Performance and Reward team and the Board receives regular updates on progress towards our targets.

43%

Women represented in Senior Leadership Group ▼2%

10%

team identify as LGBTQ+ (Voice of Team F25)

2.8%

team identify as First Nations (Voice of Team F25)



Women in Drinks

A passionate group of team members formed Dan's Women in Drinks, a cross-functional initiative with representatives across each State designed to tackle underrepresentation in the industry. The initiative creates inclusive and empowered spaces for women across Dan Murphy's to celebrate success, amplify female voices and build industry connections through networking and educational opportunities.

¹ The entities are delineated for the purposes of WGEA reporting.



Members of the Proud at Endeavour Committee at the AWEI Awards.

LGBTQ+ inclusion

We want everyone to feel welcome, safe, supported and encouraged to be themselves at work. We shape our people policies and business operations to support inclusion, and we benchmark our progress to stay accountable and improve.

In May, we were proud to reach Silver Tier in the Australian Workplace Equality Index (AWEI) submission, which measures corporate policies, practices, support services, strategies, training and development for LGBTQ+ inclusion. Insights from this submission, along with AWEI team survey results, help inform the impact of our inclusion policies and programs, and the imprint this work has on our team and culture as we progress towards achieving our goal of Gold Tier by 2030.

The Proud at Endeavour Committee continues to drive key initiatives including internal education, and team and community engagement. The Proud at Endeavour Network of LGBTQ+ team members and Allies helps to bring diversity and inclusion in the business to life through support for Pride events for our teams and brands; and raising awareness and advocacy for LGBTQ+ days of significance, such as World Aids Day, Bisexual Awareness Week, Transgender Day of Visibility and Wear It Purple Day.

“Achieving Silver Tier means we’ve demonstrated a substantial and sustained effort in our LGBTQ+ inclusion initiatives, going beyond foundational efforts to implement advanced best practices.”

Al Merner, Chief People Officer, Endeavour Group



Welcome Here

As part of ACON's Welcome Here Project, 621 Dan Murphy's and BWS stores are registered as a Welcoming Place, where LGBTQ+ diversity is visibly welcomed and celebrated.

Loud and Proud

Support continues for the Pride Foundation Australia (PFA) through our Loud and Proud campaign. Throughout February, \$1 for every sale of participating products - including Absolut Vodka, Squealing Pig Wines, and James Squire Ginger Beer - were donated in support of PFA programs that assist our most vulnerable LGBTQIA+ individuals and communities, up to a total of \$200,000.

“This year’s donation by Endeavour Group and its partners provides much-needed funding for our work supporting Aboriginal and Torres Strait Islander queer mobs around Australia, as well as maintaining our funding for ongoing LGBTQIA+ alcohol and drug programs.”

Ruth McNair,
Chairperson of the Pride Foundation Australia

Proud across Australia

In F25, more than 200 team members and their families took part in Pride celebrations across the country including Sydney Gay & Lesbian Mardi Gras, Adelaide Pride, Perth Pride, Brisbane Pride, Albany Pride, Top End Pride and TasPride Parade.

Throughout January and February, the Dan's Diner no and low alcohol activation at the Midsumma Carnival marked Dan Murphy's 10 year anniversary as a Gold Sponsor of Melbourne's Midsumma Arts Festival.

Dan Murphy's Scholarship

In February, Wilson (he/him) was announced as the recipient of the first Dan Murphy's Scholarship through The Pinnacle Foundation. Wilson is completing his third year of a Bachelor of Commerce at the University of Melbourne and plans on completing an Honours year in Finance in 2026.

Dan Murphy's has been a proud partner of LGBTQIA+ education charity, The Pinnacle Foundation, since 2023. The organisation awards educational scholarships for tertiary studies to young LGBTQIA+ Australians, many who continue to face family, faith and community rejection because of how they identify. Every Pinnacle Foundation scholar is matched with a mentor who has walked their path to support them to achieve their academic and career goals.



Our reconciliation journey

Our purpose grounds our work in reconciliation in the positive imprint we are creating; a fairer, more connected future for all Australians – at work, with our customers and suppliers, in our homes, and in our communities.

For our business, reconciliation is a long-term commitment to transformational change, which starts with listening and learning to better understand how to build trust and strong relationships over time. We want First Nations people to feel heard, respected, and genuinely welcome to work with us, shop with us and partner with us.

While we have taken some initial steps towards improving cultural competency and made some progress in supporting and elevating First Nations voices in our own business, we have a long way to go and a lot more to learn.

In F25, we’ve engaged with First People Recruitment Solutions, an Indigenous-led consultancy, to provide recommendations and guidance relating to HR policies, recruitment, retention and learning priorities to help shape the development of Endeavour Group’s Innovate level Reconciliation Action Plan. We also engaged with Tagai Management Consultants to provide advice on opportunities in non-trade procurement. Outcomes from these reviews will shape the commitments in our Innovate RAP. This RAP will outline our ongoing commitment and plan to progress reconciliation efforts and inclusion across targeted areas of our business.

First Nations talent and team

We want the teams in our business to reflect the diversity of the communities they’re part of. We’re encouraged that 2.8% of respondents to our Voice of Team survey voluntarily self-identified as First Nations, a figure higher than the national Indigenous employment average of 2.2% (Indigenous Employment Index 2022).

Supporting our mob

Our culture of care includes a commitment to supporting the wellbeing of all our people and strengthening cultural safety in our workplaces. Developed and supported by the First Nations Lead at our wellbeing partner Converge, Mob Only Yarns provide our First Nations team members safe spaces to connect and access support from peers and experts, providing a springboard for creating trust and community. In F25 we offered five mob-only yarning sessions to First Nations team members.



Relationships

- Continued partnership with Larrakia Nation Aboriginal Corporation
- RAP Working Group visit to Cherbourg on Wakka Wakka country
- Continuing connections with community organisations in partnership with Jawun
- National Reconciliation Week learning events



Respect

- Larrakia Nation Protocols displayed in high-traffic Darwin BWS stores
- Gold sponsor of Larrakia Nation Aboriginal Corporation NAIDOC Week program
- Sponsorship of Tribal Warrior Aboriginal Corporation’s 25th Anniversary celebration during NAIDOC Week



Opportunities

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



Governance

- Learning opportunity for RAP Working Group attending National RAP Conference in Meanjin/Brisbane
- Innovate RAP consultation and drafting



(L-R) Maxine Gumbula, Wangawuy Mununggurritj, Kestra Bowskill.



On Country with Jawun

In October, Endeavour Group Human Rights Manager, Kestra Bowskill, embarked on a six-week Jawun secondment to the Dhimurru Aboriginal Corporation on Yolngu country in North East Arnhem Land. Kestra’s brief was to support the Dhimurru Rangers (who manage parts of the Indigenous Protected Area in Yolngu Country) to strengthen how they monitor and evaluate their work – building capacity and skills within the ranger team, as well as helping to meet the reporting requirements of grants.

“It was integral that any processes or systems I helped to stand up were Yolngu-led. I was there to support, but the rangers would need to drive the work themselves ongoing, which means I needed to quickly build trust and rapport to understand how to best help,” said Kestra.

Over the course of six challenging weeks and countless ‘light bulb’ moments, Kestra spent time in the field, testing case studies, setting up a dedicated office space and working through computer literacy with the rangers to develop a simple monitoring and evaluation framework which is being used to support the rangers today. Kestra was also invited to a number of events, including the first ever Charles Darwin University graduation ceremony held in Nhulunbuy.

“I was overwhelmed by what a remarkable experience and privilege it is to be invited to spend time on Country, and gain a first-hand appreciation for the culture, history and daily lives of Yolngu people.”

Kestra Bowskill, Human Rights Manager, Endeavour Group and Jawun secondee

In F25, we extended our long-term partnership with Jawun to a Catalyse level. Jawun is a not-for-profit organisation that connects corporate partners with secondment and immersion opportunities in Indigenous organisations leading change for their communities across Australia. In addition to our commitment to provide secondees each year, our senior leaders have an opportunity to take part in executive immersions, connecting with Indigenous organisations and leaders in communities.

Endeavour Group secondees and senior leaders return from Jawun experiences highly engaged to continue the important work of cultural awareness and reconciliation in our business and communities, driven by personal and professional growth. The professional knowledge and skills transfer also lives on in Jawun’s partner organisations long beyond the secondment, further strengthening and sustaining Indigenous-led empowerment and helping to improve outcomes over time.

F25 Jawun secondments:

12

weeks in community

2

Indigenous organisations supported

2

projects completed

2

regions supported



Safety

We’re committed to continually strengthening our health and safety culture by reducing risk and monitoring performance. In F25, total recordable injuries increased on the prior year, caused by manual handling incidents involving our teams. We continue to focus on this as a priority, and acknowledge we have work to do.

Our governance framework covers the full scope of workplace health, safety and team wellbeing, supported by clear policies, standards and practical guidelines. These are managed by our dedicated Safety, Health and Wellbeing team, regularly reviewed by the Executive Leadership Team, and benchmarked against industry best practice through internal and external audits.

We maintain a high level of transparency and oversight. Safety performance is reported quarterly to the People, Culture and Performance Committee and the Board, and all Serious Incidents and Workers Compensation claims are reported to the Executive Leadership Team weekly. To proactively identify and address risks, site audits are conducted across all business units, with annual coverage reviews through our internal Safety and Health Audit Program. Our management systems remain certified to the National Self-Insurer Audit Tool, reflecting our commitment to continued compliance and continuous improvement in safety standards.

Security

Cross-functional management involving Operations, Safety, Risk and Protection teams supports a coordinated approach to security for the safety of our teams and customers. Risk assessments identify high-risk sites and inform control measures as part of our risk management framework, while a security oversight program addresses evolving threats, enhances governance and implements new initiatives. Our new regulated entry system (lockout button) has proven highly effective in improving security during trials.

Wellbeing

Endeavour Wellbeing and Support is our holistic approach to supporting the overall health, wellbeing and workplace experience of our team members. It brings together programs covering mental and physical health, financial planning and career support, provided in partnership with Converge International, a market leader in wellbeing and support services. Our team has access to support across eight pillars: Career Assist, Conflict Assist, Nutrition and Lifestyle Assist, Money Assist, Family Assist, Legal Assist, Employee Assist and Manager Assist.

We’re encouraged that our utilisation rate for employee assistance is annualised at 4.1% of employees, above the industry average of 2.4%. In F25, Converge received 1,204 support calls from Endeavour Group team members.

The Endeavour Group Wellbeing Calendar promotes a proactive approach to health. It provides monthly prompts and resources across physical, mental, emotional, community and financial wellbeing, encouraging our team to proactively prioritise their overall health.

Mental Health First Aid training

552 of our team members, including our State Operations Leads and Hotel Venue Managers, have now completed Mental Health First Aid training.

The program equips participants with the skills to support a team member experiencing a mental health issue or crisis, providing initial assistance until professional help is available.

Injury management and prevention

In F25, we established a dedicated Injury Management team to accelerate team member recovery and reduce the financial impact of workplace injuries.

Incidents caused by manual handling, including lifting and carrying, continue to be the leading cause of recordable injuries for our teams in F25, as stores teams worked through restocking challenges to alleviate Distribution Centre disruptions in Q2.

Back-to-basics internal programs support and drive positive behaviour change. This includes the BWS initiative, ‘Have your mate’s back’, helping to build safer manual handling habits through peer-to-peer coaching and practical training.

F25 also saw the launch of Endeavour Moves, a Group-wide stretching program to condition the body prior to work and help reduce injuries caused by manual handling. The program encourages physical wellbeing with simple in-shift stretches and motivational messages.



“Endeavour Moves is designed to help team members stay safe and reduce the risk of musculoskeletal injuries at work. Posters and videos remind our teams that taking just a few minutes each day to stretch and move can support physical wellbeing, promote a safer work environment, and encourage open conversations about safety and health.”

Justin Rossiter, Head of Safety, Health and Wellbeing, Endeavour Group

Endeavour Group	F25	F24	Trend
Team – Total Recordable Injuries (TRIs) ¹	334	327	⬆️
Total Recordable Injury Frequency Rate (TRIFR) ²	10.20	10.36	⬆️
Team – Hours Lost ³	81,963	85,883	⬆️

1 Total Recordable Injury (TRI) is the sum of the total number of work-related employee fatalities, lost time injuries, restricted work injuries or medical treatment injuries accepted by insurance providers within a given period.
2 Total Recordable Injury Frequency Rate (TRIFR) is the addition of the number of fatalities, lost time injuries, restricted work injuries and medical treatment injuries in a 12-month period divided by hours worked in a 12-month period multiplied by 1,000,000.
3 Hours lost represents the number of hours lost in the last 12 months due to an injury.

Goal 7 Human rights and supplier engagement

We respect all human rights: every person in our own business and businesses in our extended supply chain should be safe at work, paid properly and treated fairly.

Our Human Rights Program

We take a serious and proactive approach to respecting human rights: prioritising safe working conditions, fair pay, and respectful treatment for all people across our operations and extended supply chain.

Our 2025 Modern Slavery Statement, released under the Modern Slavery Act 2018 and available on our website, outlines our actions taken over the past year, and our ongoing efforts to reduce the risk of human rights harm across our business.

We continue to assess and monitor our identified supply chain risks, strengthen our standards and sourcing practices, and work closely with suppliers to support better outcomes across our value chain.

Our Human Rights Statement outlines our business-wide commitment to respecting the rights of all workers. It also reinforces our focus on strengthening due diligence to address human rights risks, reporting transparently on our progress, and upholding the right to remedy.

Oversight of our Human Rights Program sits with our Board, with quarterly reporting through the Audit, Risk and Compliance Management Committee.

Addressing risks

In F24, we completed a human rights saliency assessment to determine our salient (key) risks, with a formal assessment by a specialist business and human rights firm, across our business and extended supply chain. This produced five key supply chain risks: modern slavery; substantive right to an effective remedy; other labour exploitation (including underpayments); excessive working hours (that are not reasonably limited); and workplace health and safety.

This year, we focused on addressing these risks. We onboarded more suppliers into our Responsible Sourcing Program to improve oversight of their practices, including the makeup of their workforce, their workers' hours of work and pay, and the controls they have in place to manage health and safety risks.

We also prepared for Fair Farms certification on our Australian vineyards (see page 48) to help us identify any areas of actual or potential human rights impacts, including as they relate to our salient risks. In addition, we worked closely with Hotels security service providers to understand how they manage risk and help improve practices in the industry.

You can read more about our efforts in our 2025 Modern Slavery Statement, available on our website.



Responsible sourcing

Our Responsible Sourcing Program supports ethical production and sourcing across our supply chain, helping us to identify and manage labour and human rights risks, including forced labour, child labour and modern slavery.

All suppliers must comply with our Responsible Sourcing Policy. For those included in our Responsible Sourcing Program, compliance is monitored through a structured program that uses the Sedex risk assessment tool to assign risk ratings. Suppliers identified as medium-to-high risk are required to complete a social compliance audit. This includes an on-site assessment by a qualified auditor, who reviews labour rights and health and safety practices including correct pay, entitlements and fair treatment.

In F25, we've continued to see steady compliance, with 91% of Own Brand suppliers with a complete online self-assessment questionnaire, or an approved exemption (that is, they are part of an alternative social compliance scheme we accept by mutual recognition).

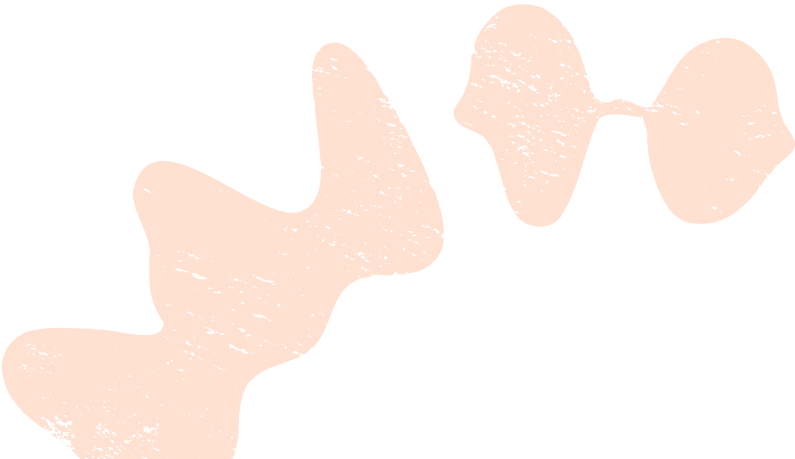
Our Responsible Sourcing Program is regularly reviewed and, where relevant, communicated with suppliers.

	F25	F24
In-scope Pinnacle Own Brand suppliers	56	55
Percentage with completed assessments (or approved alternative compliance scheme)	91%	89%

In F25, we've taken steps to expand our Responsible Sourcing Program to encompass more of our trade suppliers. We reached out to 258 Pinnacle partner brand suppliers this year to inform them of new requirements under our program. Partner brand suppliers are those who supply products that are exclusively sold by Endeavour Group. We don't direct the design or own the intellectual property of these products the same way we do with Own Brand, but we have a close working relationship with this supply base and identified an opportunity to strengthen our level of oversight into their operations.

We're still actively engaging with these suppliers to support them through this new process with Endeavour, with many suppliers only contacted towards the end of the year. By the end of F25, we had 112 formal responses to our request from Pinnacle partner brand suppliers, which represents nearly half of this cohort.

You can read more about our progress in our 2025 Modern Slavery Statement, available on our website.



Fair Farms

Following last year’s successful pilot with Fair Farms and our growers in the Barossa Valley in South Australia, all Endeavour owned and operated Australian vineyard sites completed Fair Farms training this year and have achieved – or are working towards – certification.

Fair Farms is an industry-led initiative which offers a certification scheme for fair and ethical practices on farms. To become certified, growing sites sign up to the platform, complete a risk assessment, undertake training to address any identified gaps, and participate in a social compliance audit.

Due to the demands of vintage and the regional, dispersed locations of our owned and operated vineyards across four States, site teams rarely have an opportunity to meet and share learnings as a group. This was prioritised in F25, with site viticulture teams meeting in South Australia to undertake Fair Farms training in person, together. This presented an opportunity to learn from each other about health and safety and labour rights practices.

With cross-functional support from People and Culture, Sustainability, Health and Safety and senior Pinnacle leadership, teams worked through an internal framework developed to support the pre-identification and closure of any site-specific or Group-wide gaps prior to external audits.

Four Fair Farms audits were conducted across June, covering 11 vineyards; 33 workers, including team members and seasonal contract labour hire employees, were interviewed and screened for human rights risks. Sites will achieve Fair Farms certification after closing any resulting audit findings.

We are proud of the work put in to go beyond compliance to cultivate a more ethical, inclusive future for seasonal workers – many of whom are more vulnerable migrant workers.

Our journey towards Fair Farms certification:

Site	Fair Farms Training	Fair Farms Audit	Improvement rate from last audit ¹
Barossa, SA	✓	✓	75%
Chapel Hill, SA	✓	✓	92%
Josef Chromy, TAS	✓	✓	88%
Cape Mentelle, WA	✓	✓	NA ²
Oakridge, VIC	✓	Postponed to F26	TBC

1 Improvement rate is based on the number of audit non-conformances identified in the site’s most recent previous social compliance audit, as compared to their Fair Farms audit in F25.
2 This was an initial audit for Cape Mentelle. Improvement rate is therefore not applicable.

“It is genuinely impressive how your team’s expertise and unwavering commitment not only ensured compliance but also raised the bar by setting new standards.”

Arta Beikzadeh, Auditor, Fair Farms



Winners at the Endeavour Group 2024 Supplier of the Year Awards.

Supplier engagement

We value our suppliers as strategic partners, key to our ability to deliver on range, quality and value for our customers. We know these relationships built on trust, transparency and collaboration form the foundation for sustainable, mutual growth.

New Trade Supplier Charter

Guided by principles of transparency, simplicity and genuine collaboration, our new Trade Supplier Charter sets out our ways of working with our trade partners. Through these principles, we endeavour to build lasting relationships that promote mutual, sustainable growth, drive innovation, and seek to promote high standards of ethical conduct.

A new question incorporated in our quarterly Voice of Supplier survey indicated more than two-thirds of suppliers agree we are meeting our commitments in the Trade Supplier Charter, which is on our website.

Working in partnership

We work closely with our suppliers to find shared solutions to challenges presented by supply chain issues, inflation and rising costs. Our permanent Small Supplier Policy reduces the Group’s payment terms to 30 days for approved Australian businesses with an annual revenue under \$10 million, and 14 days for approved Australian businesses with an annual revenue less than \$1 million.

Suppliers can work with us to resolve issues in a number of ways:

- Directly with the category team involved as the first point of contact;
- Directly with management through online links for escalation; and
- Anonymously through the Endeavour Whistleblowing service provided by Deloitte (which covers suppliers and team).

Quarterly Voice of Supplier (VOS) surveys also serve as engagement pulse-checks and help identify and address issues as they arise.

Connecting together

A highlight of F25 was the launch of our inaugural Supplier Summit, an event which merged one of our biannual Supplier Forums with our annual Supplier of the Year Awards and a brand new networking event for our small and medium suppliers. More than 800 industry representatives were in attendance, including our valued on and off premise suppliers and senior leaders, and Merchandise, Buying and Support teams from across Endeavour Group.

Following the Summit, Voice of Supplier scores increased favourably – 83% of suppliers reported they would recommend Endeavour as a strategic partner.

Communication strategy

A proactive supplier communications program helps to strengthen transparency and collaboration between our business and our extensive trade network.

Our popular Category Deep Dive sessions returned in F25, again generating overwhelmingly positive feedback and solid engagement from suppliers, connecting over in-depth category and format insights and discussing opportunities for growth.

Corporate and industry news, supplier features and market insights are shared quarterly through *Distilled*, our online supplier publication. *Distilled* continues to evolve and grow, with a cumulative total of over 100,000 interactions since launching in March 2021.



Wonki founders, Max Moolman (L) and Bridget Lansell (R) with Dan Holland, Endeavour Group.

Sustainable Supplier of the Year

At our 2024 Supplier of the Year Awards, part of our inaugural in-person Supplier Summit, university student-founded start-up Wonki Beverages was named Sustainable Supplier of the Year – a standout among a record number of nominations across categories such as Product Development, Brand Activation, Supply Chain Agility and Sustainability Initiatives.

Wonki turns ‘misshapen but otherwise delicious’ produce into alcoholic ready-to-drink beverages – offering a creative solution to seasonal food waste, and a unique brand offering in the premix category by appealing to increasingly environmentally-conscious consumers. It’s the brainchild of Melbourne trio Max Moolman, Bridget Lansell and Gabriel Tucker, who were brought together through Monash University’s start-up accelerator, Fast Track, challenged to come up with a business idea that makes a difference.

Co-founder Max Moolman credits a great working partnership with the Dan Murphy’s and category teams for getting the team’s new brand in stores (and now, delivering nation-wide).

“We were pretty relentless through those early iterations of the idea,” said Max. “We would rock up asking for feedback about format and branding and taste profiles, then go back and refine. We are so thankful to Endeavour, especially the Dan Murphy’s team in Melbourne, for backing us and giving us the flexibility and support to bring it to market, it means a lot.”

To date, Wonki has diverted over 20,000 tonnes of produce from landfill, equating to roughly 50 tonnes CO₂e. The business also supports Aussie farmers through working with local farms and a sourcing partnership with ‘imperfect’ fruit and vegetable company, Farmer’s Pick. The brand is designed for long-term reinvention, with ongoing research and development for new products and flavour profiles based on what surplus produce is seasonally available.

Congratulations to our Sustainable Supplier of the Year, Wonki – and to all our suppliers putting sustainability at the heart of their business.

“Endeavour Group is genuinely backing small local businesses that are setting new standards for environmentally friendly – and delicious – products.”

Max Moolman, Co-founder, Wonki Beverages



Goal 8 Privacy and cyber security

Digital platforms support our portfolio and operations, delivering personalisation, discovery, convenience and connection for our teams and customers. Protecting the confidentiality, integrity and privacy of data is central to building and maintaining their trust.

Governance

Our governance structure is focused on maturing and strengthening our privacy and cyber security capabilities to secure and protect the data of our business, team and customers.

Our Privacy, Data Governance and Cyber Security teams manage key policies and processes and promote awareness across the business through internal communication, technical training and drills, and strengthened systems and controls to help manage and mitigate risk.

In F25, we put our privacy framework into action by building clear, best-practice standards for collecting, protecting and deleting data and conducting 59 privacy impact assessments for new systems and processes. Our responsible use of data framework helped to embed privacy by design and responsible use of data principles into the data lifecycle.

Multi-factor authentication (MFA) is in place across our customer-facing websites and apps including Dan Murphy’s and BWS. MFA protects customer accounts and prevents unauthorised access to data and transactions on our digital channels.

Advanced Privacy Training

In F25, we launched an Advanced Privacy training module for relevant Support teams in addition to the existing privacy training module for all Endeavour Group team members. The Advanced Privacy module includes detailed training on core privacy concepts as well as reference to Responsible Use of Data principles and framework. By the end of F25, 95% of all team members have completed standard privacy training, and a further 81% have completed the new advanced training module.

Endeavour Group supports Privacy Awareness Week in June, the annual campaign led in Australia by the Office of the Australia Information Commissioner highlighting the importance of protecting personal information. This year’s theme, ‘Privacy is Everyone’s Business’ focused on educating team members on their responsibilities and raising awareness of emerging privacy trends.

Continuous Improvement

We’re constantly evolving to address changes in our business, technology, the law and the threat environment. Our focus is on monitoring existing and emerging risks, and establishing best-practice controls for key systems to support current and emerging regulatory standards.

Tranche 1 of the Privacy Act reform was introduced in December 2024, bringing in a limited number of privacy law reforms and focused on increased regulatory enforcement powers and new tiered penalties for privacy breaches by organisations.

It is expected that the Government will further introduce tranche two of the reforms which may bring in more significant changes to Australian privacy laws, however there is no current timeline provided by the Government. We are continuing to monitor developments in this space.

Responsible Use of Data

It is critical our team members have an understanding of their responsibilities when it comes to the collection and use of customer data, in line with legislative requirements, stakeholder expectations and our own values about responsible conduct. Our Responsible Use of Data Principles have been rolled out across the business for relevant teams, and are now included in our privacy training modules.

Developments in technology, including AI and facial recognition technology as well as the use of analytics, social media and personal electronic devices, all require us to more actively think about our privacy and how not only our own personal information is protected, but also how we protect our customers’ data.



Planet

Reducing our impact on the planet.

Our purpose keeps the future we are helping to create top of mind. We're improving efficiency, investing in innovation, and learning more about our footprint to take meaningful action and make a positive, sustainable imprint.



Quantitative scenario analysis completed

277

sites with solar panels installed
▲ 58 sites

98%

Own Brand packaging reusable, recyclable, compostable
▼ 1%

Goal 9 Climate change

Our climate strategy focuses on strengthening operational resilience and driving innovation to reduce emissions. This supports the long-term sustainability of our business and the planet.

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

We're on a journey to enhance our management and disclosure of this issue and working to progressively improve our disclosure against the incoming Australian Sustainability Reporting Standards.

We are committed to transparency as we mature and adapt. More detailed disclosure about our approach to climate change can be found on pages 26 to 29 in the Endeavour Group 2025 Annual Report.

Climate Change Governance

The Endeavour Board, supported by the Audit, Risk and Compliance Management Committee, oversees how we manage climate-related risks and opportunities.

The Board receives quarterly updates on our progress against Planet commitments in the Sustainability Strategy. Our Executive Leadership Team, with input from sustainability leads, manages climate risks and opportunities through our broader risk management process, and is responsible for operationalising environmental improvements.

Risk Management

Climate change is an identified material risk to Endeavour Group and its business operations. Both our climate-related and other sustainability risks are identified, assessed and managed using our risk management framework; with continuous monitoring and reporting of non-financial risks across the organisation. We review and update this on an annual basis, using the time horizons of short-term (one to three years), medium-term (three to 10 years) and long-term (10 to 25 years).

Climate Change Strategy

Our climate change strategy is informed by detailed climate risk assessments and scenario analyses to determine the potential impacts of climate change on our businesses and brands.

As previously reported, we completed our climate risk and opportunities assessment in F23, and our first qualitative scenario analysis in F24, which allowed us to better understand how our key climate-related risks could materialise under different plausible futures.

To build on this work, and help guide our future decision-making and strategy development in this area, in F25 we undertook our first quantitative scenario analysis. These findings – and more information about our climate change strategy – are detailed on pages 26 to 29 of Endeavour Group's 2025 Annual Report.



Building climate resilience

Understanding our key risks and opportunities has helped us to prioritise areas of focus, identifying no-regret and low-regret actions to build climate resilience across our business.

Five focus areas, determined across three key planning categories: transition, physical resilience and disclosure, have been considered under multiple scenarios. There are actions to address the climate-related impacts in these areas already underway, as well as actions which form part of our future business planning and decision-making.

Focus area	Actions
Emissions reduction strategy	• Development of an annual emissions baseline and an emissions projection to understand the gap to net zero 2050. • Mapping of opportunities for emission reduction projects. • Development of emissions reduction strategy. • Ongoing review of Endeavour's renewable energy procurement strategy. • Finalise initial Scope 3 baseline footprint.
Data needs for compliance	• Investigation of data availability and collection needs to meet disclosure and/or reporting requirements. • Finalise baseline data to understand current position and exposure to reporting requirements.
Roadmap to compliance	• Work through the roadmap towards ASRS compliance. • Continue to embed the systems and processes required for F26 reporting.
Refrigerant phase-out	• Investigation of options for phased replacement of refrigerants. • Develop a roadmap and transition plan for refrigerants.
Physical risk preparedness	• Completion of Pinnacle site reviews to determine best way forward to address physical risks. • Investigation of local water conservation opportunities at sites.



Metrics and Targets

- In our Sustainability Strategy, we committed to the following Planet targets:
- By 2030, sourcing 100% renewable electricity to power our business; and
 - By 2050, Endeavour Group will have net zero emissions (Scope 1 and 2 only).

As our operations and supply chains are complex and geographically diverse, the collection and validation of our emissions data has proven challenging to date. This, in turn, has impacted our ability to accurately track and report progress against targets.

In F25, we prioritised two major streams of work:

1. **Governance uplift:** working to improve the completeness and accuracy of our emissions data, as well as improving the governance, controls and process of data collection in order to meet and assure against the incoming Australian Sustainability Reporting Standards. In F25, our total energy consumed was 1,992,026 GJ, and our total Scope 1 and 2 emissions contributed 356,599 tonnes of carbon dioxide equivalent (tCO₂e). For more information and context, see Appendix page 65, and page 29 of the 2025 Endeavour Group Annual Report.
2. **Development of preliminary roadmaps:** timelines and targets to reduce Scope 1 and 2 emissions to net zero.

We have also continued to implement a range of initiatives to reduce emissions and drive efficiencies, as outlined below.

Solar installations

277 sites have solar installations, with 58 additional sites added in F25. Since the introduction of our solar program, we've developed a better understanding of the systems, components and brands we need to guarantee quality, durability and visibility on performance. Solar installations generated 22,371 MWh of power in F25, with additional installations planned in F26.

Sourcing renewable energy

Our Cape Mentelle (Margaret River region, WA) and Isabel Estate¹ (Marlborough region, NZ) sites sourced 100% renewable electricity for power usage.

Smart control systems

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

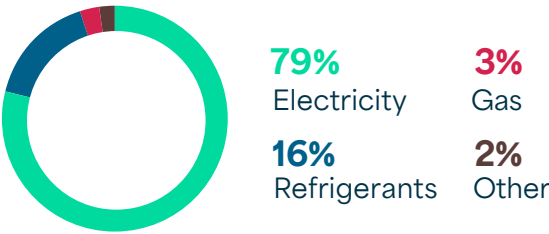
Refrigeration

As refrigeration remains a large component of our energy usage, we review new technologies to reduce impact wherever possible. In new sites, we are installing energy efficient transcritical refrigeration systems, which use CO₂ instead of synthetic refrigeration gases and are considered lower-emissions options. In F25, we installed seven new transcritical systems in retail sites, including Bacchus Marsh, Heathcote and Middle Park.

Electronic Shelf Labelling

Electronic Shelf Labelling (ESL) has replaced paper ticketing in all 282 Dan Murphy's stores nationally, saving an estimated eight million sheets annually. Powered by energy efficient, long lasting battery systems, ESLs provide a better customer experience with improved pricing accuracy. LED 'light up' functionality supports locating products using the 'Ask Uncle Dan' app.

Scope 1 and 2 emissions profile



Scope 3 emissions

Quantifying indirect (Scope 3) emissions across our value chain remains a complex task, given the number of contributing sources and the variability of available data. Scope 3 emissions include all indirect greenhouse gas emissions that occur across Endeavour's value chain, excluding those from owned or directly controlled sources.

Since F23 we have progressively continued to develop an indicative inventory of Scope 3 emissions using the GHG Protocol in preparation for future reporting requirements.

By analysing available data and assessing our ability to influence outcomes in each area, we identified six material categories for calculation and future disclosure. In F26, we plan to disclose our baseline Scope 3 inventory and targets based off F25 data.

Scope 3 Emissions Profile	Calculation Method	Total Emissions ¹ tCO ₂ e	Emissions profile %
Category 1 Purchased Goods and Services	Spend based	2,850,312	92%
Category 2 Capital Goods	Spend based	110,715	4%
Category 3 Fuel and Energy-related activities (not included in Scope 1 or Scope 2)	Activity based	44,899	1%
Category 4 Upstream transportation and distribution	Spend based	17,467	1%
Category 5 Waste generated in operations	Activity based	36,852	1%
Category 9 Downstream transportation and distribution	Spend based	21,788	1%



Electronic Vehicle (EV) charging

In F25, we completed installation of our Electronic Vehicle (EV) charging station at Gepps Cross Hotel in Adelaide. This site takes the number of EV charging stations across our network to eleven, delivering a reliable and fast charging experience for our customers while they dine or shop with us.

Two further installations are planned for F26 as we continue to trial initiatives to help reduce our Scope 3 emissions.

¹ The total carbon emissions detailed in this table includes data from F23, F24 and F25 based on data availability and insights gained through discovery work completed since F23.

Goal 10

Sustainable use of natural resources

We’re committed to protecting biodiversity and supporting the mindful and sustainable use of the environmental resources which help bring our products to life.

Certifications and standards

Environmental standards benchmark our operations across our wineries and vineyards and find areas of improvement.

All our owned and operated vineyards are now certified sustainable: Australian sites are certified through Sustainable Winegrowing Australia (SWA) and our New Zealand site through Sustainable Winegrowing New Zealand (SWNZ).

The Sustainable Winegrowing programs in Australia and New Zealand give grape growers and winemakers the opportunity to demonstrate and continuously improve sustainability in the vineyard and winery through the environmental, social and economic aspects of their businesses.

Our Vinpac Angaston and McLaren Vale bottling sites are certified through ISO 14001 – an internationally agreed environmental management system that supports organisations to improve environmental performance through efficient use of resources. A structured framework is used to identify environmental risks and opportunities; setting targets, implementing procedures and controls and monitoring performance.

Biodiversity

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

F25 saw the formation of a Biodiversity Working Group, tasked to review and prioritise the selection and funding of biodiversity projects that best align with our commitments. Two projects are underway:

- 1. A biodiversity survey to understand, protect and support a 15-hectare of remnant native woodland at Cape Mentelle Estate Vineyard.
- 2. Removal of the invasive species and re-vegetation of the swales at the Vinpac International bottling facility in Angaston, SA.

Managing water use

In F25, 108,000 kilolitres of water at our Barossa region sites was captured, treated and used to irrigate crops and gardens between our Dorrien Estate (Tanunda) and Vinpac International (Angaston) sites. We continue to look for ways to improve water efficiency across our business operations, conserving water use where possible.



Luke O’Brien, Sarah Klan and Daniel Paterson from the Dan Murphy’s Ipswich and Yamanto stores planting trees in Hiddenvale, QLD.



Earth Month

Earth Month in April marks an opportunity for our business to consider the collective action needed to protect our planet.

This year, our teams partnered with our suppliers at Oxford Landing and 4 Pines Brewing Co. to support native re-vegetation and promote the conservation of natural resources. Oxford Landing regenerates one square metre of bushland for every bottle of its One to One wine sold in the period, inviting customers to make a direct environmental impact with each purchase. 4 Pines also joined as a beer supplier, committing to planting one native tree, shrub or grass for every carton of 4 Pines Pacific Ale sold. A total of 6,902 bottles, and 20,961 cartons were sold in the promotional period – equating to 6,902 square metres of land being re-vegetated and 20,961 natives planted.

Teams from our Dan Murphy’s and BWS stores in Ipswich and Yamanto also rolled up their sleeves to help with the tree planting in Hiddenvale, in South-East QLD. The land, traditionally owned by the Yuggera people, is now being restored to a biodiverse native forest to enhance and protect the region’s koala habitat.

Our stores also participated in a coordinated e-waste recycling drive, diverting 369kg of unused electronics from landfill for recycling, with valuable components collected for repurposing in new products to support responsible end use.

“We’re proud to champion initiatives that bring our commitment to sustainable sourcing and environmental stewardship to life in ways both our team and our customers can connect with. It amplifies our efforts and highlights the power of collective action.”

Greg Anderson, Senior Manager, Community Partnerships and Sustainability, Endeavour Group

Goal 11 Enhancing circularity

We’re focused on reducing packaging where possible and improving how we recover, reuse and recycle materials across our operations to create value for our business, reduce our footprint, and support a more sustainable future.

Sustainable packaging

We continue to make progress towards our packaging commitments by working with suppliers and industry partners to reduce packaging and improve how materials are reused or recycled. While there’s more to do, we’re focused on improving efficiency, strengthening governance, maintaining legislative compliance, and tracking our progress.

Sustainable Wine Roundtable

We are proud to be part of the Sustainable Wine Roundtable, a global independent group working to improve sustainability outcomes across the wine industry. With over 130 other members, we participate in both producer and retailer working groups on initiatives to reduce impact such as glass and packaging light-weighting.

Packaging innovation

Our glass bottle light-weighting strategy continues to deliver the most impactful cost savings, as well as packaging and carbon reductions. In F25, an additional five light-weighting projects were finalised across the still wine portfolio in the Pinnacle Drinks range, estimated to remove 90.7 tonnes of glass required annually.

Pinnacle also joined the Bottle Weight Accord, which aims to have an average glass bottle weight of 420 grams for still wine, with further lightweight SKUs beginning to roll out in the coming year. The current average of all Pinnacle’s still wine glass portfolio is 426g per bottle.

Our sustainable packaging commitments

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

98%¹
▼ 1% from F24
Main items at risk of not complying are cask wine bags, cork and non-transparent glass.

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

63%¹
▲ 8% from F24
We have exceeded our commitment but continue to include as much recycled content as possible in our products.

Commitment 3: All Own Brand packaging is FSC or PEFC certified or has a minimum of 60% recycled content

90%¹
▼ 7% from F24
We’re continuing to work with our suppliers to include as much FSC² and PEFC³ as possible, and where that isn’t achievable, focus on including at least 60% recycled content.

1 Packaging metrics are based on supplier-provided information and sales data for the period 1 January 2024 to 31 December 2024.
2 Forest Stewardship Council.
3 Programme for the Endorsement of Forest Certification.

Waste

Effective waste management reduces our environmental impact, while delivering cost and efficiency benefits.

Our waste strategy focuses on minimising waste generation, expanding recycling opportunities, and supporting the operational needs of our stores, teams and customers.

In F25, we focused on streamlining and consolidating our waste collections and systems to improve oversight of our waste streams, lift diversion from landfill and increase efficiency.

Highlights in the period:

- Over 500 sites introduced new waste streams and diversion programs.
- A review of collection frequency, efficiency and completion delivered a 92% on-time rate.
- 133 stores and venues participated in back-of-house clean-ups to safely remove expired chemicals, obsolete equipment and secure documents.

With enhanced visibility of waste data, we are better positioned to target high-impact areas and accelerate progress towards improving our diversion and landfill reduction metrics.

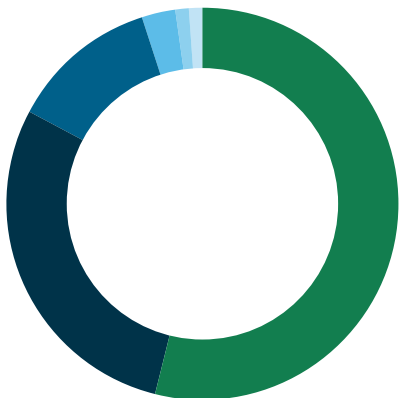
In F25, our total tonnes of waste to landfill was 14,166 tonnes, which is 18,416 tCO₂e. We diverted 12,045 tonnes of waste from landfill in the period.

Waste streams

Waste diverted from landfill

12,045
tonnes

- Cardboard and paper
- Food organics
- Commingled
- Soft plastic
- Glass
- Other (like eWaste and metal)



Waste to landfill

14,166
tonnes



1 million corks repurposed

In November, the one-millionth cork was collected for reuse under our pilot cork recycling program. In partnership with Amorim Cork and Save Our Soles, ReCork supports the collection and recycling of natural wine corks through select Dan Murphy’s and BWS stores.

Collected corks are sent to a granulating plant to be ground into small particles. Save Our Soles continues to explore a range of potential products using repurposed cork.

Independent Limited Assurance Report
to the Directors of Endeavour Group Limited

Deloitte Touche Tohmatsu
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Australia

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Conclusion

We have undertaken a limited assurance engagement on the preparation of the Selected Sustainability Metrics, Disclosures and Statements listed in Table 1 and Table 2 below (“Subject Matter Information”) presented in the Endeavour Group Limited (“Endeavour”) 2025 Sustainability Report and 2025 Annual Report (the “Corporate Reports”), in accordance with the Reporting Criteria as defined in Table 1 and Table 2 below (“the Reporting Criteria”), in all material respects for the period 1 July 2024 to 29 June 2025.

Table 1: Selected Sustainability Metrics and Disclosures

SELECTED SUSTAINABILITY METRICS AND DISCLOSURES (SUBJECT MATTER INFORMATION)	METRIC ASSURED	LOCATION	REPORTING CRITERIA
Team members trained in Leading in Responsibility (%)	95	Sustainability Report Page 9, 17, 19	Endeavour’s internal sustainability policies and procedures, informed by the Global Reporting Initiative (“GRI”) and the Task Force on Climate-Related Financial Disclosures (“TCFD”)
Community investment funding (\$ million)	7.9	Sustainability Report Page 9, 17, 32	
Total Recordable Injuries (TRI)	334	Sustainability Report Page 45	
Women represented on the Board (%)	43	Sustainability Report Page 39	
Women represented in the Senior Leadership Group (%)	43	Sustainability Report Page 9, 37, 39	
Total waste going to landfill (tonnes)	14,166	Sustainability Report Page 61, 66	
Reusable, recyclable or compostable content used in all Own Brand packaging (%) *	98	Sustainability Report Page 9, 60	
Recycled content across all Own Brand packaging (%) *	63	Sustainability Report Page 9, 60	
FSC ¹ or PEFC ² certified pulp and paper based Own Brand packaging or has a minimum 60% recycled content (%)*	90	Sustainability Report Page 9, 60	
Scope 1 and 2 greenhouse gas emissions for Endeavour Group Limited (tCO ₂ e)	356,599	Annual Report Page 29 and Sustainability Report Page 56	National Greenhouse and Energy Reporting Act 2007 (“NGER Act”), the National Greenhouse and Energy Reporting Regulations 2008 (“NGER Regulations”) and the National Greenhouse and Energy Reporting (Measurement) Determination 2008 (“NGER Determination”) (collectively referred to as the “NGER Legislation”)
Total energy consumed for Endeavour Group Limited (GJ)	1,992,026	Annual Report Page 29 and Sustainability Report Page 56	

* The reporting period for these metrics are on a calendar year basis from 1 January 2024 to 31 December 2024.
1 Forest Stewardship Council.
2 Program Endorsement Forest Certification.

Deloitte Assurance Statement (continued)

Table 2: Selected Sustainability Statements

SELECTED SUSTAINABILITY STATEMENTS (SUBJECT MATTER INFORMATION)	LOCATION	REPORTING CRITERIA
BWS stores are tested quarterly, and Dan Murphy’s stores are tested twice per quarter.	Sustainability Report Page 20	Endeavour Group Limited’s internal sustainability policies and procedures as described in relevant footnotes throughout the Corporate Reports.
Endeavour Group is one of the largest users of the voluntary Alcohol Beverages Advertising Code (ABAC) pre vetting service.	Sustainability Report Page 25	
During F25, the ABAC Adjudication Panel upheld three complaints.	Sustainability Report Page 25	
In F25, we launched Well Played, a new customer-facing responsible gaming initiative for our Hotel guests.	Sustainability Report Page 27	
552 of our team members, including our State Operations Leads and Hotel Venue Managers, have now completed Mental Health First Aid training.	Sustainability Report Page 44	
Multi-factor authentication (MFA) is in place across our customer-facing websites and apps including Dan Murphy’s and BWS.	Sustainability Report Page 51	
The Board receives quarterly updates on our progress against Planet commitments in the Sustainability Strategy.	Annual Report, Page 26 and Sustainability Report Page 54	
175 of our retail sites feature smart control systems, which allow our teams to centrally manage light and air conditioning settings and automate soft fridge covers.	Sustainability Report Page 56	
Physical risk: Pinnacle and our supply chain are the areas of our business most vulnerable to direct impacts. These include smoke risk to quality of grapes, destruction of vines from bushfires, and extreme heat impacting products during transportation, distribution and storage.	Annual Report Page 28	
Our Cape Mentelle (Margaret River region, WA) and Isabel Estate (Marlborough region, NZ) sites now source 100% renewable electricity for power usage.	Sustainability Report Page 56	

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

Basis for Conclusion

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

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

Our Independence and Quality Management

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

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

Responsibilities of Directors of Endeavour

- Directors of Endeavour are responsible:
- a. for ensuring that the Subject Matter Information for the relevant reporting period is prepared in accordance with the Reporting Criteria;
 - b. for confirming the measurement or evaluation of the underlying subject matter against the applicable Reporting Criteria, including that all relevant matters are reflected in the Subject Matter Information;
 - c. for designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations;
 - d. for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error;
 - e. for selecting and applying measurement methodologies, and making estimates that are reasonable in the circumstances;
 - f. for referring to or describing in its Subject Matter Information the applicable Reporting Criteria it has used and, when it is not readily apparent from the engagement circumstances, who developed them;
 - g. to provide us with:
 - i. access to all information that the Directors of Endeavour are aware that is relevant for the purpose of the engagement;
 - ii. additional information that we may request from the Directors of Endeavour for the purposes of this assurance engagement; and
 - iii. unrestricted access to persons within Endeavour from whom we determine it necessary to obtain evidence; and
 - h. for the electronic presentation of the Subject Matter Information and our limited assurance report on Endeavour’s website.

Responsibilities of the Assurance Practitioner

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

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

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

- Our procedures included:
- Inquiring with relevant key personnel to obtain an understanding of the process for collating and preparing the respective Subject Matter Information;
 - Undertaking walkthroughs of key systems and processes for collating, calculating and reporting the Subject Matter Information;
 - Inspection of the supporting process documentation developed to support the collation, calculation and reporting process of the Subject Matter Information and investigate further where required;
 - Performing analytical reviews on the Subject Matter Information and/or relevant supporting documentation;
 - Selection on a sample basis, items to test from the Subject Matter Information and agree to relevant supporting documentation; and
 - Review of the Selected Sustainability Metrics, Disclosures and Statements in the Corporate Reports, and reconciliation to underlying workings and information.

Other information

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

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

Inherent Limitations

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

Emissions quantification is subject to inherent uncertainty because incomplete scientific knowledge has been used to determine emissions factors and the values needed to combine emissions due to different gases. We specifically note that Endeavour has used estimates or extrapolated underlying information to calculate certain amounts included within Scope 1 and 2 greenhouse gas and energy information.

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

Restricted use

The Reporting Criteria used for this engagement was designed for the specific purpose of reporting on the Subject Matter Information presented in the Corporate Reports, as a result, the Subject Matter Information may not be suitable for another purpose.

This report has been prepared for use by the Directors of Endeavour for the purpose of providing assurance over the Subject Matter Information presented in the Corporate Reports. We disclaim any assumption of responsibility for any reliance on this report to any person other than Directors of Endeavour or for any purpose other than that for which it was prepared.

Matters relating to electronic presentation of information

It is our understanding that Endeavour may publish a copy of our report on their website. We do not accept responsibility for the electronic presentation of our report on the Endeavour website. The security and controls over information on the website is not evaluated or addressed by the independent assurance practitioner. The examination of the controls over the electronic presentation of this report on Endeavour’s website is beyond the scope of this engagement.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

W. L. Rockwood

Wibishana Rockwood
Partner
Chartered Accountants

Melbourne, 25 August 2025

Appendix

Sustainability Metrics

Electricity Use (MWh)

DIVISION	2025	
	ELECTRICITY CONSUMED ¹ MWh	ELECTRICITY GENERATED ² MWh
ALH	195,234	8,627
BWS	143,518	1,770
Dan Murphy's	90,340	10,540
Pinnacle Drinks	10,781	1,435
Support offices, Warehouses	916	-
Total	440,789	22,371

1 Energy consumed is electricity sourced from the grid.
2 All electricity produced are from solar PV systems, and was used on-site.

Total Emissions (T CO₂e)

DIVISION	SCOPE 1 ¹ T CO ₂ e	SCOPE 2 ¹ T CO ₂ e	SCOPE 3 ² T CO ₂ e
ALH	25,888	128,318	31,939
BWS	35,342	90,908	14,360
Dan Murphy's	10,442	60,339	9,027
Pinnacle Drinks	1,139	2,839	1,145
Support offices, Warehouses	743	639	279
Total	73,555	283,044	56,751

1 All Scope 1 and 2 emissions have been calculated in accordance with the NGER framework.
2 Scope 3 covers emissions from Category 3 Fuel and energy-related activities and Category 5 Waste generated in operations.

Waste (tonnes)

	TONNES
Tonnes of waste to landfill	14,166
Tonnes of waste diverted from landfill	12,045

Workplace Metrics

Workplace metrics

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

Freedom of association and collective bargaining

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

Discrimination

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

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

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

Appendix (continued)

Glossary

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

United Nations Global Compact Ten Principles

References to 2025 Sustainability Report, 2025 Modern Slavery Statement, Responsible Sourcing Policy, Human Rights Statement and any policies can be found at www.endeavourgroup.com.au/sustainability.

PRINCIPLES		REFERENCE
Human Rights		
Principle 1	Protection of Human Rights	2025 Sustainability Report page 46 2025 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 2	No Complicity in Human Rights Abuse	2025 Sustainability Report page 46 2025 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Labour		
Principle 3	Freedom of Association and Collective Bargaining	2025 Sustainability Report page 66 2025 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 4	Elimination of Forced and Compulsory Labour	2025 Sustainability Report page 46 2025 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 5	Abolition of Child Labour	2025 Sustainability Report page 46 2025 Modern Slavery Statement Responsible Sourcing Policy Human Rights Statement
Principle 6	Elimination of Discrimination	2025 Sustainability Report page 66 Diversity and Inclusion Policy Responsible Sourcing Policy Human Rights Statement
Environment		
Principle 7	Precautionary Approach	We do not make any specific statement on precautionary principles, but commit to addressing our environmental risks including climate change - Sustainability Report page 52 to 61
Principle 8	Environmental Responsibility	2025 Sustainability Report page 52 to 61
Principle 9	Environmentally Friendly Technologies	2025 Sustainability Report page 52 to 61
Anti-Corruption		
Principle 10	Work against Corruption	2025 Sustainability Report Fraud, Anti-Bribery and Corruption Policy

Global Reporting Initiative (GRI) content index

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

The following table sets out our disclosures against the GRI standards including reference to relevant pages within this Report, to Endeavour Group's Annual Report 2025, Corporate Governance Statement 2025 and website (www.endeavourgroup.com.au).

GRI STANDARD		PAGE
General Disclosures		
2-1	Organisational details	Page 2
2-2	Entities included in the organisation's sustainability reporting	Page 2
2-3	Reporting period, frequency and contact point	Page 2
2-4	Restatements of information	Page 2
2-5	External assurance	Page 62-65
2-6	Activities, value chain and other business relationships	Page 4-5, 13, Annual Report
2-7	Employees	Page 36-51
2-8	Workers who are not employees	Page 36-51
2-9	Governance structure and composition	Page 10-11
2-10	Nomination and selection of the highest governance body	Page 10-11
2-11	Chair of the highest governance body	Page 10-11
2-12	Role of the highest governance body in overseeing the management of impacts	Page 10-11
2-13	Delegation of responsibility for managing impacts	Page 10-11
2-14	Role of the highest governance body in sustainability reporting	Page 10-11
2-15	Conflicts of interest	Page 10-11, Endeavour Group Website
2-16	Communication of critical concerns	Page 10-11, Corporate Governance Statement
2-17	Collective knowledge of the highest governance body	Annual Report
2-18	Evaluation of the performance of the highest governance body	Annual Report
2-19	Remuneration policies	Corporate Group website, Corporate Governance Statement
2-20	Process to determine remuneration	Annual Report, Endeavour Group website
2-21	Annual total compensation ratio	Annual Report, Endeavour Group website
2-22	Statement on sustainable development strategy	Page 7-15

Appendix (continued)

GRI STANDARD		PAGE
General Disclosures (continued)		
2-23	Policy commitments	Page 10
2-24	Embedding policy commitments	Page 10
2-25	Processes to remediate negative impacts	Page 10, 66, Corporate Governance Statement
2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance Statement
2-27	Compliance with laws and regulations	Annual Report, Corporate Governance Statement
2-28	Membership associations	Page 66
2-29	Approach to stakeholder engagement	Page 12-15
2-30	Collective bargaining agreements	Page 66
Material Topics		
3-1	Process to determine material topics	Page 12-15
3-2	List of material topics	Page 13-15
3-3	Management of material topics	Page 14-15
Economic Performance		
201-1	Direct economic value generated and distributed	Annual Report
201-2	Financial implications and other risks and opportunities due to climate change	Annual Report
201-3	Defined benefit plan obligations and other retirement plans	Annual Report
201-4	Financial assistance received from government	Annual Report
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Annual Report
203-2	Significant indirect economic impacts	Annual Report
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Page 66
Anti Competitive Behaviour		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 66
Tax		
207-1	Approach to tax	Tax Transparency Report
207-2	Tax governance, control, and risk management	Tax Transparency Report
207-3	Stakeholder engagement and management of concerns related to tax	Tax Transparency Report
207-4	Country-by-country reporting	Tax Transparency Report

Appendix (continued)

GRI STANDARD		PAGE
Materials		
301-3	Reclaimed products and their packaging materials	Page 60-61
Energy		
302-1	Energy consumption within the organisation	Page 56-57
Water and Effluents		
303-1	Interactions with water as a shared resource	Page 58-50
303-2	Management of water discharge-related impacts	Page 58-59
Emissions		
305-1	Direct (Scope 1) GHG emissions	Page 56, 66
305-2	Energy indirect (Scope 2) GHG emissions	Page 56, 66
305-3	Other indirect (Scope 3) GHG emissions	Page 57, 66
Waste		
306-3	Waste generated	Page 61, 66
306-4	Waste diverted from disposal	Page 61, 66
306-5	Waste directed to disposal	Page 61, 66
Labor/Management relations		
We notify team members as soon as practicable, and in accordance with legislative requirements.		
402-1	Minimum notice periods regarding operational changes	Page 66
Occupational Health and Safety		
403-1	Occupational health and safety management system	Page 44-45
403-2	Hazard identification, risk assessment, and incident investigation	Page 44-45
403-3	Occupational health services	Page 44-45
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 44-45
403-9	Work-related injuries	Page 44-45
Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	Page 22-27, 38-51
405-1	Diversity of governance bodies and employees	Page 11, Endeavour Group website
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Page 66

Appendix (continued)

GRI STANDARD		PAGE
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2025 Modern Slavery Statement
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	2025 Modern Slavery Statement
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2025 Modern Slavery Statement
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Page 16-35
413-2	Operations with significant actual and potential negative impacts on local communities	Page 16-35
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	2025 Modern Slavery Statement
414-2	Negative social impacts in the supply chain and actions taken	2025 Modern Slavery Statement
Public Policy		
415-1	Political contributions	Page 66
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Page 18-28
Marketing and Labelling		
417-1	Requirements for product and service information and labelling	Page 18-28

Corporate directory

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