

A photograph of three people—two women and one man—smiling and laughing together. They are seated at a table with a meal and glasses of white wine and beer. The background is a blurred outdoor setting with greenery.

# our positive imprint

**2022  
SUSTAINABILITY  
REPORT**

Creating  
sociable  
moments  
responsibly

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**Front cover:**

Our team members; Fiona McCarthy, Owen Scotchbrook, and Thomas Mantoufeh



## 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 2021 – 30 June 2022 (F22). It should be read in conjunction with Endeavour Group F22 Annual Report, which provides a detailed overview of Endeavour Group's financial performance for F22.

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

Endeavour Group has verified accuracy of the information contained in the Report, and limited assurance has been obtained by Deloitte. Information presented in this report is, unless stated otherwise, current as at 30 June 2022.

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 the 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', 'target', '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.



# A positive imprint, made together

We're passionate about creating a more sociable future: helping people come together in real moments, making memories that leave a lasting, positive imprint.

The way we create those moments matters. How we harvest our grapes, the labels we put on our bottles, the way we promote our drinks and experiences, how we train and support our team, work with our suppliers, build our communities sustainably and connect with our customers. Our actions impact the future we're creating.

In everything we do, each choice we make, we create sociable moments responsibly, thinking beyond today for our communities, our people, and our planet.



## Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and recognise their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging and commit to continued listening to and learning from First Nations' voice.

A message from our  
Chairman and CEO

# Creating sociable moments responsibly



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.



## We're proud to share Endeavour Group's first sustainability report.

After the past few years of uncertainty, there's never been a better time to look at the type of future you're helping to create. We see people coming back together, having a good time, creating socially connected, thriving communities. This vision of a more sociable future is what energises us. This is our 'why'.

Our approach to sustainability is our 'how'. We consider what we do through a lens of responsibility at each level, every decision, every interaction. Knowing we're responsible to our people, our communities, to future generations, we try to do the right thing each day, with them in mind. We also extend that responsibility beyond our own actions and work with others to drive positive change.

To guide us, late last year we launched our first independent sustainability strategy and ambition: *A positive imprint, made together*. Grounded in our values, this strategy details our plan to make a genuine, lasting difference in the areas of *Responsibility and Community, People and Planet* with long-term goals and actionable commitments to keep us on track.

## It's still early days, but we're already covering ground.

Our shared purpose "Creating a more sociable future, together" puts people at the heart of what we do. People make sociable moments possible, and we have a role to play in helping them enjoy those moments responsibly.

We know our licence to operate lies in our continued leadership and action in the responsible service of alcohol and gambling. This year, we've gone above and beyond regulatory obligations by training and mobilising our 28,000-strong team to help us lead in responsibility. This program guides all the interactions they have in our retail stores, hotels, wineries and support offices, with our customers and communities across the country.

We're forming a better understanding of our impact and influence, so we can help more Australians make better choices when they enjoy our products and experiences. We've worked to make it easier for people to understand more about consumption and purchasing behaviour thanks to a research and an instore trial with Drinkwise.

We've built a positive, safe and inclusive workplace and united the many facets of our business as one team with a shared purpose. Our people have really stepped up, coming together in times of uncertainty to listen and learn from each other and those in our communities to make meaningful strides towards true inclusion, and always lending a hand in good times and bad.

Our approach to respect and responsibility is both extended to and expected from our partners and throughout our supply chains, and we're evolving our responsible sourcing program and released our first independent Modern Slavery Statement committing to the protection of human rights.

And we continue to look at where we can make progress in the environmental impacts of our operations. In bringing our business units together, we're understanding our baselines, which will go a long way to help clarify targets and report in the coming years. We're committed to play our part to build climate resilience through innovation, energy efficiencies and waste reduction initiatives in our operations.

While we're proud of what we've been able to achieve so far, we don't have all the answers. This year, we established the Darwin Community Advisory Committee, a locally-based panel of diverse community leaders. It's just one example of our collaborative approach, addressing priority areas we can influence on as the issues that matter most continue to change. As always, we look to where we can make the greatest impact, our positive imprint.

This report, our first sustainability report as an independent business, shares our progress, and what we've learned so far. We'll continue to listen, adapt and refine our approach on the way. You're welcome to be part of it. After all, it's a *positive imprint, made together*.

Peter R. Hearl  
Chairman

Steve Donohue  
Managing Director and CEO

# About Endeavour Group

Endeavour Group operates Australia's largest retail drinks network under the much-loved Dan Murphy's and BWS brands, and the largest portfolio of licensed hotels in communities across the country. These have the support of the digital capabilities of endeavourX, the product and services capabilities of Pinnacle Drinks and other specialty drinks businesses.

We have a 28,000-strong team of great people passionate about 'creating a more sociable future, together.' It's the reason we do what we do, guiding the way we work and keeping us focused on what matters most. That is, bringing people together to share memorable moments, building sustainable, connected communities and acting responsibly to leave a lasting, positive imprint.

## Our Values



## Our Ways of Working





# Our Imprint

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

We're not like other businesses. We don't just harvest the grapes, we also bottle the wine. We market that bottle, sell it in our stores and pour that first glass of wine from it for the customer at the bar. From grape to glass, we have a role and a responsibility at every stage. Each choice we make has an impact.

Guided by our sustainability ambition, we act responsibly and work together to leave a positive imprint on our community, our people and our planet.



## Responsibility & Community

**92%**

team members  
trained in Leading  
in Responsibility

### Established

our Darwin Community  
Advisory Committee

**340+**

low and zero alcohol  
products ranged

### Rolling Out

our new responsible  
gambling tool

**\$3.7m+**

donated to charities



## People

**76%**

Voice of Team  
engagement score

**36%**

senior positions held  
by women

**300+**

team members in  
our new Proud at  
Endeavour Group



## Planet

**104**

sites with  
solar panels installed

### Chapel Hill

vineyard and winery is  
Sustainable Winegrowing  
Australia certified

**8,498MWh**

of electricity generated  
from solar

# Our Approach

Our approach to sustainability is set in our values: we're real, we're inclusive and we're responsible. We know the decisions we make today have a lasting imprint on people, communities and the planet, and we want it to be a positive one.

Our first year as an independent business gave us an opportunity to define the mark we wanted to make on the world. Reviewing our most material issues with our shareholders, team and wider community helped us work out where we could make the greatest impact. See [page 47](#) in the Appendix for further details.

Our strategy, *A positive imprint, made together*, details our ambition and plan to do the right thing in the areas of Responsibility & Community, People and Planet.

Mapped against our key Environmental, Social and Governance opportunities, our goals and commitments go beyond reportable disclosures, regulatory obligations and reputational initiatives - they align with global principles for sustainable development and reflect the care we have for our communities, for each other and for the planet.

## Our Sustainability Strategy

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

Principle	Goal
<b>Responsibility and Community</b> Advocating responsible choices and supporting positive change in our communities	<ol style="list-style-type: none"><li>1. Demonstrate leadership in the responsible service of alcohol and gambling.</li><li>2. Enable customers to make informed decisions about our products and services to encourage responsible consumption.</li><li>3. Partner with experts to identify potential strategies to address alcohol and gambling related harm in the community.</li><li>4. Collaborate to pursue leading standards for our industries.</li><li>5. Generate a measurable, positive impact in the communities we serve.</li></ol>
<b>People</b> Championing individuality, human and personal rights	<ol style="list-style-type: none"><li>6. Create a safe, inclusive workplace where our teams are trained and empowered.</li><li>7. Respect and promote human rights and ethics in our operations and supply chain.</li><li>8. Respect our customers' privacy and acknowledge the importance of robust privacy principles and practices.</li></ol>
<b>Planet</b> Reducing our impact on the planet	<ol style="list-style-type: none"><li>9. Demonstrate our commitment to addressing climate change and reducing our carbon footprint.</li><li>10. Adopt and maintain sustainable practices in our use of natural resources.</li><li>11. Enhance the circularity of our products and our industry.</li></ol>

# Our Culture of Learning

We still have a lot of listening and learning to do, which is why collaboration is both the spirit and intent of our strategy. This year, benchmarking our business operations and partnering with leaders in sustainability helped us uncover an opportunity to align our systems, to drive rigour and clarity in data capture and reporting.

We'll continue to call in experts, partners and industry leaders in order to apply best-practice methodologies, research and insights to improve outcomes and minimise harm. Our impact is greater when we stay open to working together, to trying new things, and evolving our approach in response to the changing world around us.

This test-and-learn approach applies to our entire strategy.



## Trial

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



## Learn

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



## Test

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



## Evolve

Evolve our strategy based on learnings. Over time, we expect to increase or clarify our commitments, as we better understand how to maximise our impact.

## Our principles aligned to the United Nations Sustainable Development Goals



## Our Global Context

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

The SDGs were adopted by the UN 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.

# Our Governance

Sustainability is central to our ability to create lasting, long-term value for our shareholders, and meet the expectations of our stakeholders. Because it's so important to our business, the Endeavour Group Board is responsible for direct oversight and approval of our sustainability strategy.

The Board approved and endorsed our strategy in October 2021, including the ambition, goals and commitments, and related policies, procedures, standards, disclosures and statements.

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

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

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

A remuneration framework for eligible team members and executives includes a combination of Short Term Incentive (STI) and Long Term Incentives (LTI) measures based on sustainability goals. The STI is assessed individually on a team member's performance against Endeavour Group's Ways of Working, including how they have set up their teams for success and how sustainability goals have been delivered. The LTI measure has a dedicated 'Leading in Responsibility' metric worth 20%, focusing our most senior executives on enhancing initiatives that support responsible service and use of alcohol and gambling, meeting and exceeding our regulatory obligations. Details can be found in the F22 Annual Report.

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

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

## Key Policies and Standards

Corporate Governance Statement

Code of Conduct

Whistleblower Policy

Responsible Sourcing Program

Diversity & Inclusion Policy

Privacy Policy

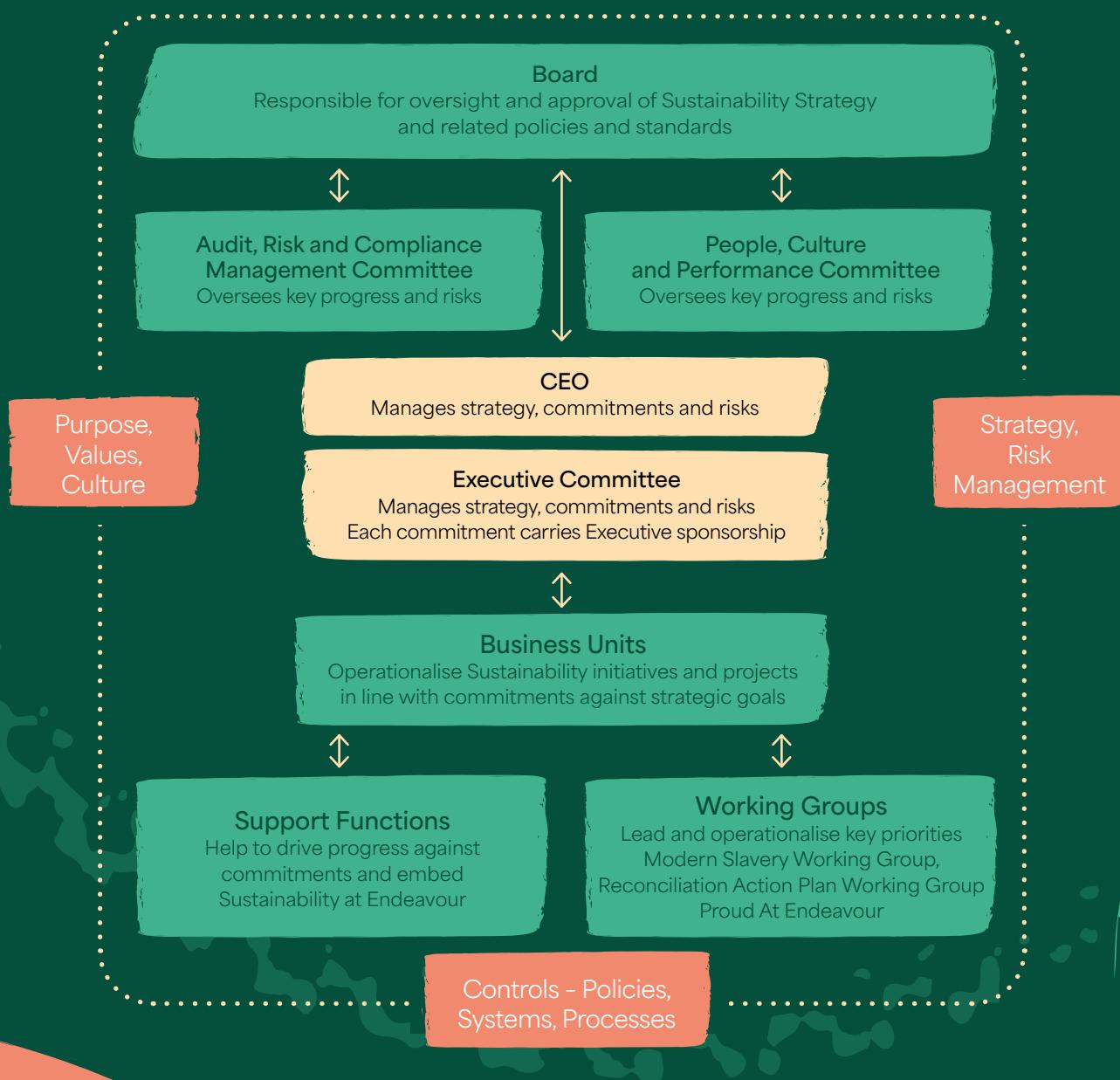
Online Alcohol Sale and Delivery Code of Conduct

Refusal of Service Policy

Responsible Gaming Charter



# Our Sustainability Governance Framework



## Our Reporting

We're proud to share our sustainability journey – where we're making great progress, what we've learned so far, what we plan to do next.

This Report, our first independent Sustainability Report, gives an overview of our approach, priorities, progress and performance in pursuit of our Sustainability Strategy. We structured it to show both the highlights and the hurdles against our goals and commitments so far.

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

We've prepared this Report with consideration to relevant reporting standards including the Task Force on Climate-related Financial Disclosures (TCFD), United Nations Global Compact and the Global Reporting Initiative Standard (GRI). We plan to increase our alignment and compliance with these reporting standards over time.

# Responsibility & Community



A woman with blonde hair tied back, wearing a white polka-dot blouse, is smiling and looking to the right. She is standing in what appears to be a bar or restaurant, with shelves of bottles and glasses in the background. A teal brushstroke graphic starts from the top left, curves down and to the right, and then follows the outline of the woman's shoulder and arm.

**Advocating responsible choices  
and supporting positive change  
in our communities.**

Our brands, products and hotels all play a role in bringing people together. From our vineyards to our bottling facilities, from our retail stores to our hotels and support offices and everywhere in between, our people are focused on doing the right thing by our customers and our communities, every single day.



**92%**

team members trained in  
Leading in Responsibility

## Established

our Darwin Community  
Advisory Committee

**340+**

low and zero alcohol  
products ranged

## Rolling Out

our new responsible  
gambling tool

**\$3.7M+**

donated to charities

# Our Responsibility

We want to be the country's most responsible retail drinks and hotels business, where people come together to share good times and great memories. With much-loved brands and a national footprint, we think we're in a great position to drive real, lasting change. That's why we go above and beyond simply meeting our regulatory obligations. We innovate and push industry standards higher, encourage personal responsibility, choice and moderation, and work with the best in the business to drive better outcomes in the community.

## Leading in Responsibility

Our people live and lead responsibility, every day.

Our very own *Leading in Responsibility* program was developed this year to train all team members in the principles of responsible service of alcohol and gambling, even if they aren't directly involved in customer service. In less than a year, 92% of all 28,000 team members have completed the training, which has also now been included in new team member induction.

*Leading in Responsibility* training isn't a legal requirement and goes above compliance certifications, but we think it's important we all share a common understanding of what it means to be a leader in responsible service.

Our frontline team members in Retail and Hotels gain certification in *Responsible Service of Alcohol* and *Responsible Service of Gambling* in line with state regulations. Based on industry-leading practices and the latest research, we developed and rolled out additional training modules for our Hotels team:

- an online *Responsible Service of Gambling* training module introducing essential tools and information, such as common gambling myths and game mechanics, recognising potential problem gambling and warning signs, and how to interact with players and highlight available support options
- *Advanced Responsible Service of Gambling*, a face-to-face workshop for managers and relevant gaming hosts, which provides in-depth training to assist with customer interactions and practical opportunities to apply knowledge and skills.



*“Putting responsible service first helps our people to have the right conversations with every customer who walks in the door.”*

Matt Schier, Store Manager,  
BWS Parap Tavern, Darwin,  
Northern Territory.



## Local Responsibility

Responsible service is much more than a set of compliance policies and standards. It's what drives the conversations and interactions our team members have with millions of Australians out to have a good time, every day of the week, in local communities across the country.

Just ask Matt Schier, our store manager at BWS Parap Tavern in Darwin, Northern Territory. He is Retail Drinks Australia's 2021 Australian Liquor Store Manager of the Year and he runs a tight ship in maintaining a high level of responsible service and compliance in one of the most regulated jurisdictions in the country.

“Responsible service and the safety of our local community is really important to us,” said Matt. “All BWS stores go above and beyond what we need to do to meet regulatory compliance, with several unique, BWS-led measures, practices and policies in place.”

“As a manager, you need to ensure all these policies and restrictions are not only understood and appreciated, but followed by all team members. We’re always working on open and honest conversations, taking on board feedback and regular training to ensure we’re doing the right thing for our local community.”



## Our ID25 Program

A range of policies, procedures and awareness campaigns help us ensure our products end up in the right hands.

ID25 is a point-of-sale initiative which helps to dissuade attempted purchase of alcohol by minors, with all team members trained to ask for identification if a customer looks under the age of 25. In our stores, service is refused to any young person in school uniform and to any customer who looks under the age of 25 who cannot produce identification.

We organise to have independent ID25 Mystery Shop programs at all BWS and Dan Murphy's stores, and across our online and delivery businesses. Every BWS store is tested quarterly, and Dan Murphy's stores are tested every six weeks, with results giving us insights on where we can improve. A steering committee has been set up to look at new initiatives and training to drive the ID25 program's effectiveness.

Supported by ID25 and our Refusal of Service Policy, the national *Don't Buy It for Them* marketing campaign was ramped up during the Schoolies period (October and November) where there is heightened risk of intoxicated or underage service. 238 Retail stores in traditional Schoolies locations displayed *Don't Buy It For Them* promotional material at point of sale. For the first time, an additional 53 Hotels also took part in the campaign this year, raising community awareness of shared responsibility.



## Compliance Scorecard

We aim for 100% compliance to both voluntary and regulatory codes which help govern responsible service conduct in our industry. These codes include everything from the online sale and delivery of alcohol, to alcohol advertising and standards for the service of gambling.

We're proactive in raising, reporting and escalating any suspected or actual transgressions and ensuring we take active steps taken to resolve or remediate any potential issues. In the past year, a small number of transgressions resulted in less than \$10,000 in fines.

We don't always get it right but take lessons from any breaches and have a strong commitment to continuing to improve our risk management and controls. We're always learning and there's always room to improve.

## Continuous Improvement

Sometimes we call in the experts to help us review our practices and lead even further in responsible service. We have been working with the Responsible Gambling Council of Canada (RGCC) since 2017, and in F22, they have completed the second independent review and audit of our gaming operations and Responsible Gaming Charter. From their recommendations, we've already:

- enhanced our training programs to assist the gambling team with customer care
- extended promotion of voluntary pre-commitment and setting limits for our customers
- made enhancements to privacy training and procedures
- stopped the service of complimentary alcohol in gaming rooms, including where permitted by law
- embedded a whistleblower platform to identify any issues across the business.

# Helping Our Customers Make Responsible Choices

As our customers come together to enjoy our products, places and experiences, we're committed to helping them do so responsibly. After all, sociability is about connecting over enjoyable, memorable occasions. We support responsible consumption campaigns and invest in research, technology, product innovation and ranging, all to help our customers make better, more informed choices.

## Low and Zero Alcohol

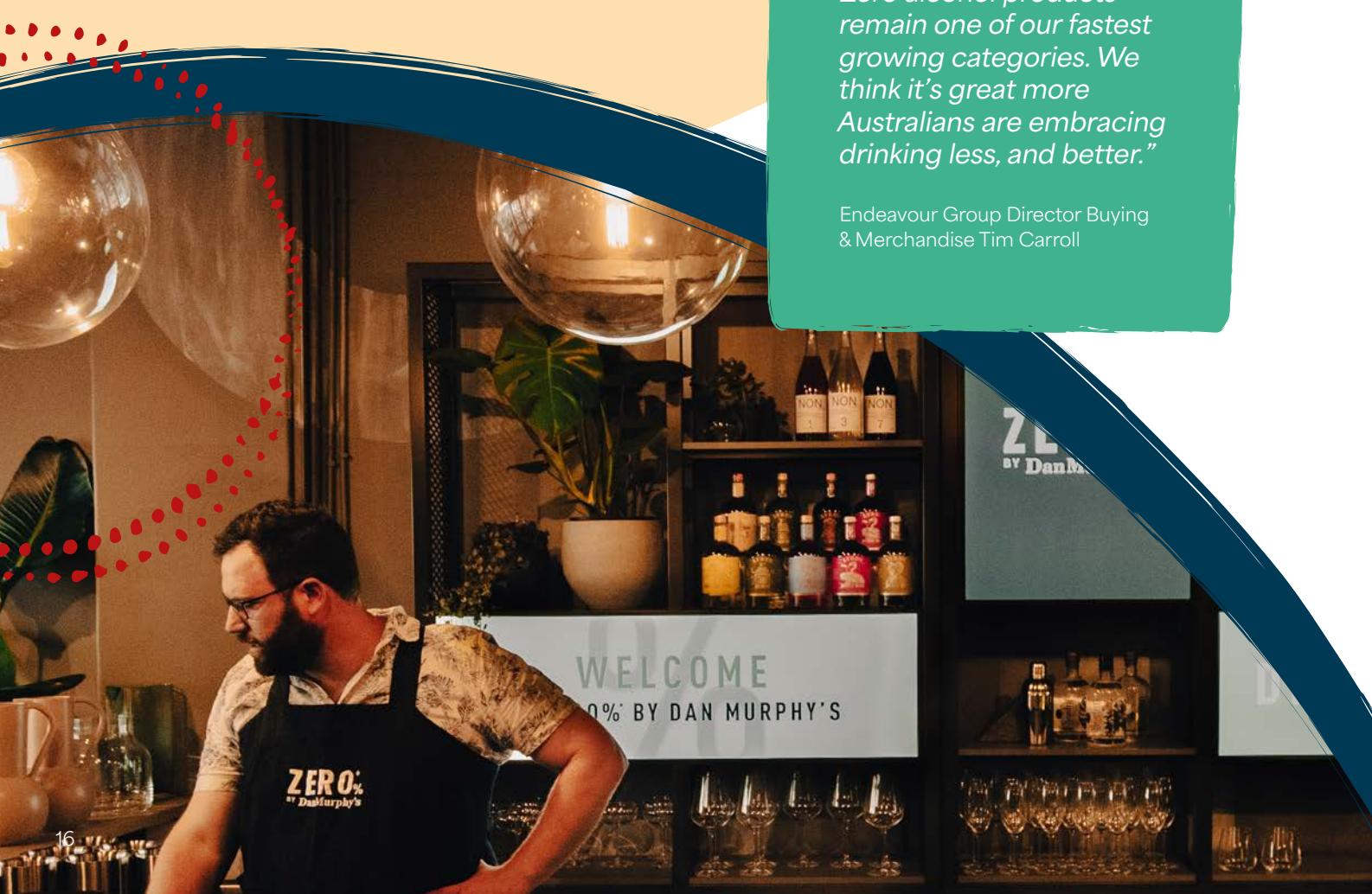
We make it easy for Australians to choose moderation. We have seen an increase in demand and sales of low and zero alcohol products, with beers being the most popular choice.

To support this trend, we now offer a range of over 300 low and zero alcohol products and counting, category-specific sections on our online sites making access and awareness even easier for our customers, and BWS and Dan Murphy's both investing in zero category marketing campaigns in F22.

Zero% by Dan Murphy's, our first non alcoholic drinks pop-up bar, showed an increased thirst for choice. Zero%, which we launched in Hampton, Victoria in March 2022, showcased more than 200 different zero alcohol products, including 14 exclusive Pinnacle Drinks offerings and six specially designed cocktails for customer trial.

*“Zero alcohol products remain one of our fastest growing categories. We think it's great more Australians are embracing drinking less, and better.”*

Endeavour Group Director Buying & Merchandise Tim Carroll





## Staying ALeRT™

After nearly three years of testing, we will be the first Australian company to commence the roll out of the ALeRT™ Bettor Protection System. It was purposely built to assist our team members to reliably identify customers, who use our carded play system, who might have a problem with gambling. It's just one part of our commitment to better protect and provide support to people at risk.

Customised in partnership with Focal Research, a global leader in the area of gambling research and analytics, the ALeRT™ system integrates best-practice interventions with emerging technologies, helping our Responsible Gambling Hosts move from 'monitoring' to 'active prevention'.

Using specially developed technology, predictive algorithms and a large inventory of decision-based variables, ALeRT™ monitors game players against a wide range of play behaviours associated with at-risk gambling patterns. When potential at-risk play is identified, the system proactively alerts the Responsible Gambling Host, supporting effective and targeted customer interaction.

Our teams are trained in intervention and support strategies, outlined and measured in the Responsible Service of Gambling training programs.

## Self-Exclusion

We want to make it easy for people to make the right decisions for their own personal circumstances. In some cases, that might be restricting themselves from our products and services. We support and promote programs proven to help self-exclusion from the purchase of alcohol or access to gambling.

Voluntary self-exclusion is supported on all our online sites, which are supported by Responsible Service of Alcohol (RSA) monitoring as required under the Retail Drinks Australia Online Code of Conduct. We also apply automated monitoring in the Jimmy Brings system to flag online purchases which could be considered at risk (by order volume or frequency), which may then be cancelled and refunded in full.

In Hotels, our Self-Exclusion Program allows people to voluntarily limit their access to gaming machines at one or more venues nationally. We have installed facial recognition technology to support our licensed venues in South Australia to meet their legal responsibilities and to enhance our self-exclusion capabilities. We're also trialling this system in other states with an intention to expand subject to regulatory approval.

## Voluntary Pre-Commitment

We have voluntary pre-commitment (VPC) installed on over 95% of the gaming machines that we operate. This program is a carded play system that allows customers to preset time and play limits.

This year, we have also evolved our VPC training for relevant team members to upskill them about the program - providing them with the tools and knowledge to be able to more confidently interact with our customers about this program.

*"The Focal ALeRT™ program was developed to use technology and player data to help our hotels identify and check in with guests about gambling patterns that may indicate a concern."*

Mario Volpe, Managing Director - Hotels

# Working Together

We're really proud of the way we bring communities together and know most people enjoy our products, services and hotels in a sociable and safe way. We also know, while the causes and impacts of misuse are complex and varied, we're in a position to help raise the bar when it comes to harm minimisation. We know we don't have all the answers, and we can't do it alone. That's why we work with researchers, government regulators, community organisations and our trading partners to raise responsibility standards. We also invest in research and partner with experts to find solutions-focused strategies to reduce alcohol and gambling related harm.

## Family & Domestic Violence Awareness Training

As our people interact with millions of everyday Australians on a daily basis, we recognise the role they play in supporting and advocating community safety.

More than 12,000 team members, including delivery drivers, customer service agents and team members in support offices, have now taken part in a specially curated family and domestic violence awareness training.

Developed in close consultation with the national sexual assault, domestic and family violence counselling service 1800RESPECT, the training helps our team members determine what constitutes domestic and family violence, what to do if they see signs of abuse, how to report it, and support systems that are in place.

While all team members are offered access to this training unit, we support any individual who feels they may be triggered by its content and chooses to opt out. Support is also offered to team members personally impacted, including access to family and domestic violence leave, financial assistance and mental health services.

*"It made me feel incredibly grateful to be working with an organisation that acknowledges the gravity of domestic violence and provides support, tools and resources for those in need of them."*

Endeavour team member



Zero,  
Low & Mid  
bevvies  
this way

Choose to DrinkWise.

## Partnering to help Australians Drink Wise

We believe our impact is greater when our resources, expertise and responsibility is shared, multiplied and scaled. It's one reason we partner with DrinkWise, an independent, not-for-profit organisation which is focused on building a healthier and safer drinking culture in Australia.

This year, we joined forces with DrinkWise on a unique consumer behaviour research project looking at the nation's changing drinking habits.

In October, DrinkWise shared the results of its independent survey of 3,000 Australian adults, which found the majority of people were drinking about the same or less since the pandemic. Of those who were drinking less, one-third attributed their reduction to drinking lower alcohol products, while others agreed they would consider lower alcohol products for health, moderation or enjoyment reasons.

"Over the past few years, we have seen a real growth in zero, low and mid-strength products, which is really important because it provides Australians more choice in helping lower their alcohol consumption," Simon Strahan, CEO, DrinkWise. "Our research highlighted the positive impact that lower alcohol products can have in helping to reduce alcohol consumption."

An Australian-first instore pilot saw Endeavour and DrinkWise partner to investigate the role of in-store layout, category positioning and product marketing plays in changing awareness, consideration and purchase behaviours. The trial put zero, low and mid strength products at the front and centre of store design in BWS stores - improving awareness of and access to lower ABV and zero alcohol products available on the market.

"People are seeking more ways to moderate their drinking and that's corresponded with accelerated growth across the lower alcohol categories." Steve Donohue, CEO & Managing Director, Endeavour Group. "It makes sense for us to help raise awareness of the many great no and low-alcohol alternatives and to help our customers make responsible choices."

In-store activation in BWS featured dedicated orange directional signage to the lower alcohol category with the tagline 'How low can you go?'. Data from customer intercept surveys showed the signage helped make customers aware that low, mid-strength and no alcohol alternatives were available and made them easier to find. This highlights an opportunity to build on customer awareness through point of sale and store layout.

*"It was really important for DrinkWise to partner with Endeavour on this project: taking independent research and bringing it to life in store environments to help Australian consumers make better and more responsible decisions about their consumption of alcohol."*

Simon Strahan, CEO, DrinkWise

# Darwin Community Advisory Committee

To make a meaningful difference to the communities we engage with, we know we need to first listen and learn. Our first community-led sustainability plan - a Community Advisory Committee (CAC) - has now been established in Darwin, Northern Territory (NT).

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

The CAC will explore initiatives that seek to reduce harm from the misuse of alcohol or problem gambling in the local area, connecting with a range of local experts and community groups to investigate and evaluate potential collaborations, partnerships and programs. Their recommendations will help direct our community investment into effective programs that will make the greatest positive impact in that community.

*Left to Right: Stuart Toham, Natalie Harwood, Dr Maree Meredith, Jerome Cubillo, Naomi Anstess, Richard O'Sullivan*





# Meet the Community Advisory Committee



## Jerome Cubillo (Chair)

Jerome is a proud Larrakia and Wadjigan man, born and raised in Darwin, on Larrakia Country. He's worked in the not-for-profit and private sectors, as well as within the Northern Territory government, and is the Chairman of Larrakia Nation and CEO of the Northern Territory Indigenous Business Network (NTIBN).



## Naomi Anstess

General Manager of Indigenous Business Growth at NTIBN and Managing Director of Saltblack, Naomi brings extensive experience in strategic leadership, change management and marketing. Naomi is a proud Aboriginal (Kamilaroi/Gamilaraay) and Torres Strait Islander (Erub/Darnley Island) woman born, raised and educated on Larrakia Country.



## Tony Fuller APM

Tony has extensive experience in policing, crisis and emergency management. During his 34 years of service with the NT Police, he received the Australian Police Medal for distinguished service and recognition for his work in reducing alcohol related violence on Groote Eylandt and later, East Arnhem Land.



## Natalie Harwood

Natalie is a Kiyuy woman who was born in Darwin and spent most of her life at Bagot Community, where she has played advocacy and leadership roles within Council and community advisory groups. Natalie is a Community Engagement Facilitator for not-for-profit organisation, Child Australia.



## Dr Maree Meredith

Bidjara woman, Dr Maree Meredith is an Associate Professor (College of Medicine and Public Health) and Director of Poche SA+NT at Flinders University. Poche is a centre focused on improving health outcomes for Aboriginal and Torres Strait Islander people through collaborative, holistic and community-driven approaches.



## Richard O'Sullivan

Richard has over 45 years experience in Northern Territory across the tourism, justice and racing sectors. As a former chairman of the NT Racing Commission and NT Licensing Commission, he held responsibility for minimisation of harm from alcohol abuse through a regulated framework of liquor licences, permits and declaration of 'dry' areas.



## Stuart Totham

Stuart was raised in Darwin and has extensive experience in leadership and sports administration, most recently as the head of AFL NT. Stuart is now Endeavour Group's Senior Advisor - Community Engagement and Sustainability and will act as the convener of the Community Advisory Committee and to report back to Endeavour Group management.

# Community

Our business is made up of thousands of local stores and hotels, passionate about employing local people, contributing to local economies, and bringing the locals together in communities across the country.

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

This year, we continued to support our long-term partners, as well as contributing to a range of new initiatives and charitable organisations through our products, brands, stores and hotels. We responded and mobilised in times of need and our team members rolled up their sleeves to help their local communities.

From sausage sizzles and charity events to specially created product ranges raising funds on behalf of our charity partners, our local footprint, our national reach and the generous support of all our customers combine to make a positive imprint in communities across Australia. Through one of our partners - GIVIT - this year's positive impact has helped over 20,000 people and 330 charities and community groups.

We're always updating our community investment strategy, making sure our support goes to the people and places that need it most. Next year, we'll be evaluating all our programs, looking for opportunities to grow and scale our impact.

Together with our customers:

**\$3.7M+**

total donations

## Loud & Proud Range

*"We will be dedicating this generous donation to our newly established program of work to reduce the harms of alcohol and drug use in the LGBTIQA+ community in Australia."*

Ruth McNair AM, Chairperson,  
Pride Foundation Australia

Our Pinnacle Drinks team volunteered with the Kind Hearted Kitchen team at The Barossa Cellar to cook more than 200 nutritious meals for breakfast programs at local schools.



# Flood Recovery

Giving a hand in good times and bad.

In February and March 2022, Australia's east coast was battered by torrential rain, with South East Queensland and Northern New South Wales experiencing one-in-1000-year rainfall and flooding, resulting in devastating loss of life and property.

An estimated 50,000 households and businesses were impacted, with thousands facing the task of rebuilding their homes, businesses and livelihoods. Among those were our own people, with Dan Murphy's Lismore underwater and its team directly affected.

"15 of our team members were directly impacted by the floods, with eight of them losing everything," said Ryan Collins, Dan Murphy's Lismore store manager, who recalls a harrowing night and day trying to account for his 24-strong team. "The road to recovery remains long, but the team says they're glad to be back in the store as it means they can have some structure back in their lives. Serving the community gives them a sense of purpose."

In response to the flood emergency, our charity partner GIVIT mobilised quickly to work with corporations like ours, as well as state governments, recovery organisations, outreach teams, charities and community groups to identify and meet the exact needs of those impacted. More than 450,000 essential items have been donated to assist the short, medium and long-term recovery of flood-impacted communities.

Endeavour supported the GIVIT appeal in retail stores nationally and via sausage sizzles across Queensland hotels. One family-friendly fundraiser at the Brisbane-based Breakfast Creek Hotel, which was also inundated in the February floods, raised \$100,000 for GIVIT in one afternoon.

In total, our business and its customers helped to raise more than \$530,000 for families and community programs in flood-affected areas.



## Loud & Proud

The 'Loud & Proud' range, where 100% of profits are donated, have raised more than \$300,000 in support of the Pride Foundation Australia's LGBTIQA+ specific programs which provide help for those dealing with substance abuse.



## Teen Rescue Foundation

In its third year, the Teen Rescue Foundation Auction hosted by Langton's Fine Wine Auctions raised over \$26,000 with the funds going to Teen Rescue Foundation initiatives, which actively discourage and reduce harmful alcohol use among underage teens.



## Very Special Kids

ALH Hotels continued to support a range of charities in F22, including Very Special Kids and PA Research Foundation. From the 24-hour Treadmill Challenge to Drag Bingo, long lunches and karaoke nights in between the teams have gone above and beyond to donate over \$400,000 and \$450,000 to these charities respectively.

# People



## Championing individuality, human and personal rights

Our business is built on brands and venues that bring people together, driven by more than 28,000 team members and thousands more across our supply chain. As we are in the business of people, we're focused on prioritising a safe, inclusive, supportive and diverse workforce. One that creates better long-term outcomes for Endeavour and the equally diverse communities we are a part of.



**76%**

Voice of Team  
engagement score

**36%**

senior positions held  
by women

**300+**

team members in  
our new Proud at  
Endeavour Group

# Creating a safe and inclusive workplace



Our people are the most important part of our business. They are the creators of our products, the minds behind our innovations, the faces our customers see in our stores, hotels and wineries each day. That's why it's so important our teams are well-trained and connected, with each person feeling supported, empowered to be themselves, and engaged with what they do.

## Voice of the Team

We use Voice of Team surveys to give our people the chance to share what's working well, and highlight opportunities to make positive changes. Our first Endeavour Group Voice of Team Survey reported strong overall engagement at 76%, while our Leaders and endeavourX team members indicated they are highly engaged.

Team experience metrics that contributed to overall engagement and that rated highly were: *Inclusion* (77%), which shows that team members feel a sense of belonging; and *Experience vs Expectations* (89%), which shows that team members feel their experience of working here either met or exceeded their expectations.

More than 8,000 pieces of open feedback were received from team members in connection to our common purpose: 'Creating a more sociable future together'. Team members who experience the purpose in their day to day work reported a more positive work experience, across all experience metrics.

While engagement scores were strong, only 49% of respondents signalled their *Intent to Stay* for more than three years. We have identified key improvement areas to mitigate this risk, which is reflective of the current talent market conditions. After two years of adapting and navigating through COVID-19, unsurprisingly our team signalled that *Wellbeing* (63%), in particular energy at work, was an area of opportunity. Our team focus in F23 will be to address the key drivers of *Intent to Stay* and *Wellbeing*.

## Diversity and Equality in Leadership & Pay

The best environment is one where there is a culture of equality and diversity of thought and background. It's one reason we're committed to ensuring equal opportunities for all team members to develop and advance their careers. This is why we commit to achieve and maintain a 40:40:20 gender balance in our Board and Senior Leaders (career levels 4-6). At 30 June 2022, women represent 50% of the membership of the Board and 36% in senior leadership positions, highlighting an opportunity to focus on strengthening the female talent pipeline.

In F22, we implemented listening sessions for our level 3 and 4 talent to understand key themes and potential opportunities to promote greater balance in succession planning for future leaders.

We are committed to reducing the gender pay gap to achieve equality between team members doing like-for-like roles. We will perform remuneration reviews annually at a minimum and are aiming to align pay practices across the group.



Dan Murphy's is a proud sponsor of Midsumma 2022

## Safe, Proud and Welcome Here

We believe every team member should feel safe to bring their true self to work, and we are focused on building a culture of diversity, acceptance and equality in all our workplaces.

Our new Proud at Endeavour group has grown to be a 300+ strong network of LGBTQ+ and Ally team members working on initiatives to create a supportive environment for team members and customers, their friends and family members who identify directly as LGBTQ+ or are a supporting Ally of the community.

We have a range of policies in place to ensure that all team members feel safe to be themselves at work, including a new Gender Affirmation Leave component of our broader Consolidated Leave Policy. The policy includes a variety of paid and unpaid leave options so that team members undergoing gender affirmation can do so knowing they have our full support.

In F22, we made our baseline submission to the Australian Workplace Equality Index (AWEI) for Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Inclusion Awards. The AWEI is the national benchmark for LGBTQ+ inclusion, allowing employers to benchmark their practice against other organisations and obtain annual data on the impact of their initiatives and programs on employees and organisational culture. Our baseline submission, achieved Participating Employer status highlighting opportunities for improvement in a number of categories. *Strategic Focus and Training, Awareness, and Professional Development* will be priority areas of focus in F23, setting foundations to reach our target commitment of Bronze Tier employer status by 2025 and Gold Tier by 2030.

We continue to support ACON, a community organisation supporting health, inclusion and ending HIV for people of diverse sexualities and genders. We now have 579 Dan Murphy's and BWS stores nationally registered as a Welcoming Place as part of ACON's Welcome Here Project, which supports businesses to create and promote environments that are visibly welcoming and inclusive of LGBTQ+ communities. Our participating stores display the Welcome Here rainbow stickers and charter with prominence, letting the community know that LGBTQ+ diversity is welcomed and celebrated.

*“Diversity, equity and inclusion are central to Endeavour culture: to be a great place where our customers and team members feel safe and included.”*

Ash Martin, Co-chair, Proud at Endeavour



Proud at Endeavour Committee with CEO Steve Donohue.



SINCE 2001

Endeavour's Reconciliation  
Action Plan Working  
Group in Redfern

## Our partnership with Jawun

This year, Endeavour's involvement with the Jawun Indigenous Community Partnership deepened to a 'Transform' level relationship. Jawun is a not-for-profit organisation that connects its corporate partners with secondment opportunities in Indigenous organisations to help deliver business and community programs. Each Jawun secondment presents a once in a lifetime experience, helping our people and our wider business gain a better appreciation for First Nations' history and culture. Jawun secondments are a leadership development opportunity for our people, offering them personal and professional growth in a new environment that builds important leadership skills such as self-awareness, personal effectiveness, cultural competency, flexibility and adaptability.

As a Transform level partner, Endeavour Senior Executives are invited to take part in Jawun's executive immersion visits, opening the door to meaningful conversations and connections with Indigenous organisations and leaders in the community. One of these immersions took place in early 2022, when our Chief Information Officer, Judith Powell, took part in a visit to Darkinjung country, on the Central Coast of NSW. The immersion included meetings with community and business leaders, as well as health and service organisations working with Indigenous communities.

"I came away enthused about areas we would help these organisations, who are all striving to connect and gain social and economic independence," said Judith Powell. "They all have amazing strategic vision and ideas, they just lack capacity. And that's where our people can connect and help make an impact."

"Endeavour's commitment to enabling the transfer of skills and expertise to Jawun's Indigenous partner organisations and leaders creates lasting, material and measurable improvement in the lives of Indigenous people in the communities we support." said Shane Webster, Chief Executive, Jawun.

In over 10 years of partnership, 28 Endeavour secondees have contributed to 19 Jawun community organisations in four regions - translating to 161 weeks secondment contribution to increasing the capacity and capability of Indigenous communities and organisations across the nation. Partner organisations attest that skills transferred during these secondments have helped to improve outcomes over time.



*"I wanted to be an advocate and ally for our First Nation peoples but didn't know how or where to start. My secondment has taught me that acknowledging our dark history of colonisation and the treatment of our First Nations Peoples has had on generations is critical for all Australians to help repair the damage and address the wrongs of the past."*

Ann-Marie Ditchburn,  
Performance & Reward Partner,  
Endeavour Group, Jawun secondee to  
Wyanga Aged Care Services in 2022



## Reflect Reconciliation Action Plan

Reconciliation is an opportunity to live our purpose of creating a more sociable future together and creating a better future for all Australians. In F22, we started this journey, bringing our people together in conversation and reflection, as well as starting a dialogue with Reconciliation Australia. We know that to take meaningful action, we first need to listen to and learn from First Nations peoples.

This dialogue has marked the start of our first Reconciliation Action Plan (RAP), which is a Reflect level RAP. Creating a culturally safe space for First Nations team members to participate in and guide our reconciliation work, our RAP is being created with them, not just for them, and will set the foundations for improving cultural competency and inclusion across our diverse Group.

Our RAP Working Group began their own journey of learning partnering with Tribal Warrior and Aunty Donna Ingram, on Gadigal country, in Redfern, NSW, learning about the history of the Indigenous rights

movement, the importance of truth-telling and historical acceptance of the past to help us begin a dialogue about how we can create a more sociable future together, towards reconciliation. More than 150 leaders from across the business also took part in virtual discovery sessions about our commitments to reconciliation during NAIDOC Week.

Outside Endeavour, we will seek to listen and understand, to start building trust, respect and relationships with communities, organisations and other stakeholders. We will hold ourselves accountable through effective governance of our plan, and clear, actionable and measurable reconciliation goals. We know this work is a commitment to long-term transformational change. Collaboration will be key to helping us learn and, over time, develop purposeful initiatives that support First Nations communities in a meaningful, impactful way.

# Safety First

Creating a safe environment for our team, customers and community has, and will always be a priority. With a safety-first culture ingrained in our business, we're focused on minimising risks and hazards to eliminate incidents, and providing best care and response support on the occasions incidents do occur.

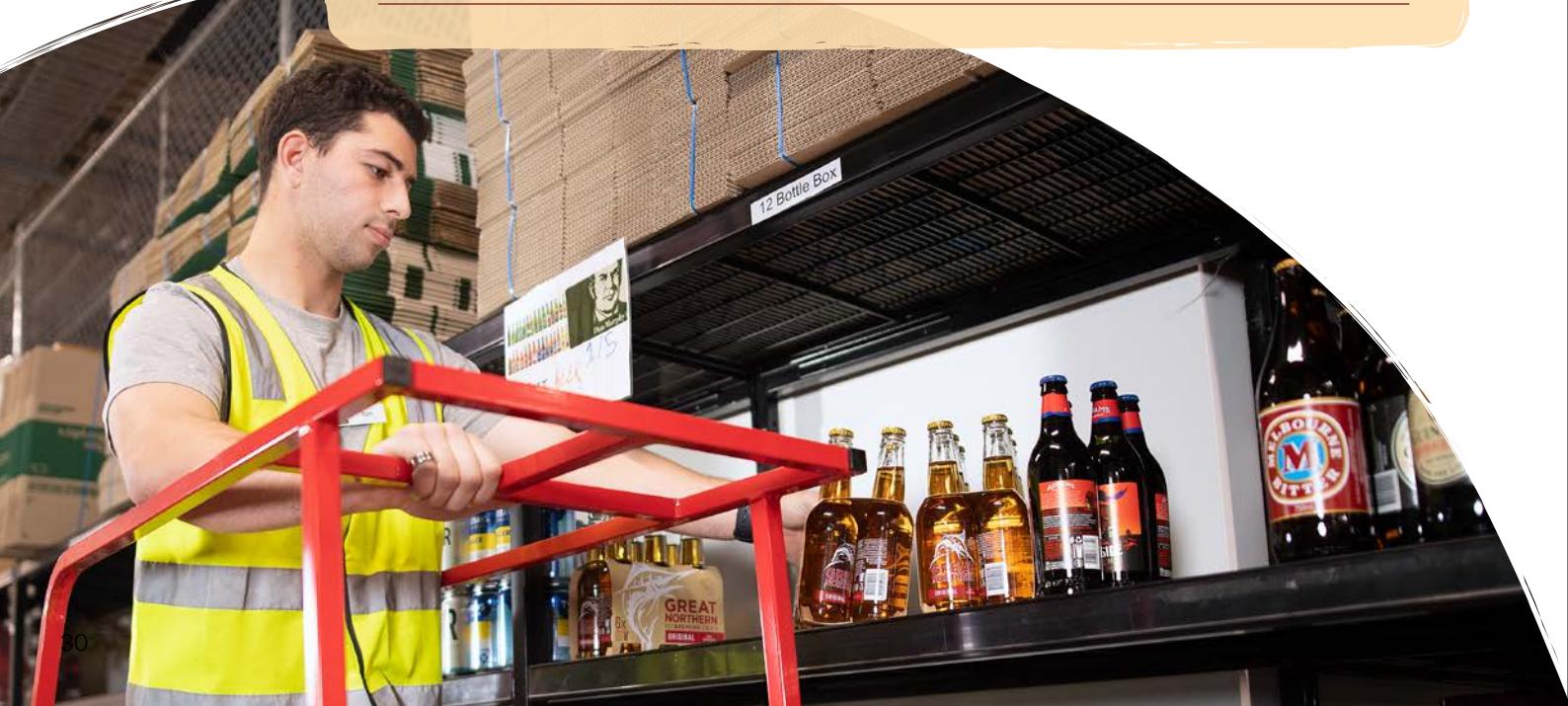
While every team member at Endeavour is responsible for safety, a dedicated Safety Team works towards proactive programs across our sites, focused on continuous improvement, risk mitigation and innovation measures in this space.

We have employment policies, practices and standards focused on the personal safety and wellbeing of our team members. These are implemented and overseen by an experienced Safety, Health and Wellbeing team, reviewed regularly by management and have been externally audited against best practice. Our safety performance and metrics are also reviewed by the Audit, Risk and Compliance Management Committee and the Board.

We have built great relationships with workplace health and safety regulators through proactive engagement and appropriate responsiveness and management of any issues or concerns raised. We continue to strengthen and enhance safety governance, and embed a culture of care across the business as an ongoing priority for management.

From an occupational health and safety perspective, the Total Reportable Incidents Frequency Rate (TRIFR) was lower compared to last year by 4.7%. When combined with the increase in online sales, it is reflective of a downward trend in the frequency of incidents – even when weighted to reduced trading hours due to closures in Retail and Hotels. This is testament to the safety-first mentality and focus from all levels and business units.

Business units	Total reportable injuries	Total Reportable Injury Frequency Rate
Endeavour Group	309	11.43
BWS	86	10.69
Dan Murphy's	43	7.46
Endeavour Support	0	0
endeavourX and Endeavour Delivery	0	0
Pinnacle Drinks	12	13.01
Hotels	166	15.56
Specialty business	2	4.29



# The COVID-19 Impact

COVID-19 disruptions continued to impact our team this year. Extended state and local lockdowns and trading restrictions combined to impact businesses across the country, while the rise of highly transmissible variants in Delta and Omicron placed significant pressure on management of the health and safety of our national workforce and supply chain. In the face of constant changes, we stayed agile, focusing on practical actions to help keep our people and our customers safe.

During the year, we had 222 hotels closed due to trading restrictions across various states. There were 599 positive customer and team member exposures where retail stores were required to be closed for a period of time to be deep cleaned. More than 14,000 team members - half the business - were impacted through lockdowns, closures and isolation requirements.

We continued to optimise operations across all Retail, Hotels, distribution centres, wineries and support offices for customer and team safety. We established and adopted more than 80 industry-approved COVIDSafe plans and across our hotels, evolving our Hotel operating model to constantly changing regulations and making our venues COVIDSafe for customers. In Retail, five stages of COVIDSafe handbooks were implemented to keep our team safe and stores open, with 50 updates made by jurisdiction as government restrictions continued to change.

To check compliance with trading and social distancing restrictions, we received more than 4,000 COVID-19 regulatory visits in the period, resulting in three minor infringements recorded for customers observed queuing.

With customer safety top of mind, we adhered to capacity limits, promoting social distancing and focusing on extensive cleaning systems, particularly in high touch areas. We continued the roll out of contactless ordering at more hotels, and expanded our contactless pick-up, drive thru, Direct to Boot and on-demand offerings in retail nationally.

COVID Leave was offered to support team members recovering from the virus, undergoing close-contact isolation, and/or with carer's requirements. In F22, we also offered leave provisions to cover team members undertaking COVID-19 vaccinations and boosters, as well as operated pop-up Endeavour Vaccination Hubs in Sydney and Melbourne. We focused on redeploying teams where possible to navigate restrictions and closures, installed plexiglass screens for all points of sale, and made personal protective equipment, such as gloves and masks, available at all times.



**80+**

industry-approved  
COVIDSafe plans

**4,000+**

COVID-19  
regulatory visits

**14,000+**

team members impacted  
through lockdowns,  
closures and isolation  
requirements.



# Wellbeing

Our people are our business, and we know recent times have posed unique challenges for all – our people, their families, and the communities where they live and work. So this year, we focused on awareness and use of mental health support and outreach services, including:

- *Mental Health First Aid training*, which helps team members learn how to assist an adult who may be experiencing a mental health problem or mental health crisis until appropriate professional help is received or the crisis resolves. This training uses a practical, evidence-based action plan, and has been completed by all State Operations leads. Additional training is scheduled for all Hotel Venue Managers.
- Promotion of the *I Am Here* initiative, which lets our team members know that it is ok not to feel ok and that it is absolutely ok to ask for help.
- *Our Employee Assistance Program*, which supports the health and wellbeing of team members and their families by providing free access to confidential and independent counselling services.
- *Good Shepherd*, a resource connecting team members with interest free loans and financial support.
- The launch of the *Endeavour Wellbeing Portal* and a monthly holistic Wellbeing Calendar with physical, mental, emotional, community and financial wellbeing topics.
- Continued roll out of 1800RESPECT Family and Domestic Violence Awareness Training.
- A Peer to Peer Support Network trial through BWS stores connecting potentially isolated team members.

In F23, all wellbeing programs and initiatives will be consolidated under one banner, Endeavour Wellbeing and Support, a channel-specific support service for all our team.





# Respect and promote human rights and ethics

Our commitment to making a positive imprint on people includes respecting and promoting their human rights, and ensuring ethical sourcing across our operations and supply chain. This is one we can't do on our own. That's why we're focused on building transparent, effective sourcing programs and policies, and working collaboratively with supply partners.

## Responsible Sourcing

Our Responsible Sourcing Program is the framework which makes sure that our products are ethically produced and sourced, and that our suppliers are managing labour and human rights risks, including risks of forced and child labour and modern slavery.

Consisting of a Responsible Sourcing Policy and Responsible Sourcing Standards, the program covers our expectations and approach. We continue to review and evolve our program to address industry-specific requirements and meet the expectations of our communities and customers.

The effectiveness of our program lies in transparency, and our collaboration with suppliers to address issues as they arise.

External audits of key wineries in our Pinnacle Drinks business in F20 highlighted instances of worker underpayments by external labour hire companies contracted by our direct supplier for viticulture management. Following investigation, repayments were promptly made to workers and any repayments which could not be verified were escalated to the Fair Work Ombudsman. While COVID-19 restrictions and border closures postponed return audits until F23, lead viticulturists at each site have been working to close out the audit findings. Endeavour Group also engaged in a roundtable discussion with members of the Australian Grape and Wine Association (AGWA) and the South Australian Wine Industry Association (SAWIA) to address the issue at an industry level.

In order to better identify, mitigate and manage these types of risks across both directly-owned businesses and third party sites, we have since adopted the SEDEX (Supplier Ethical Data Exchange) framework across wineries, bottling sites and own brand third party suppliers. The SEDEX process includes training, self-assessment questionnaires, audit risk reviews and ethical trade audits mapped to specified pruning and production schedules in the first half of F23.

## Human Rights

In F22, we partnered with KPMG to map and assess modern slavery risks across our operations and global supply chain. The findings and actions of this work culminates in our first Modern Slavery Statement under the Modern Slavery Act 2018.

Our Modern Slavery Statement outlines our commitment and obligations, our understanding of the risks of modern slavery within our global supply chain and controls and actions we currently have, and plan to put in place. While we haven't identified any instances of modern slavery within our business, we have identified the following risk areas in our operations and supply chain where the potential for risk factors of modern slavery exist:

- horticulture and viticulture workers
- property and building maintenance (including cleaning and security) and energy supply
- gig economy workers
- office products, gaming machines, merchandise, packaging and uniforms
- outsourced IT helpdesk services
- raw materials from high-risk geographies.

Prioritising risk areas where we can make the most meaningful impact, our plan focuses on processes and controls relating to horticulture and viticulture workers, property maintenance workers and gig economy workers in the coming period. More information about our approach is detailed in the Statement.

Guided by our values, we are working to ensure human rights due diligence is embedded across all business areas, so that all team members - particularly those who procure goods and services - are equipped to assess and address modern slavery risks.

# Supplier engagement and trust

We know the positive impact we can make is far greater when we work together. We are committed to growing successful, mutually beneficial relationships with our suppliers, with a focus on communication and trust.

We have a range of policies and systems to ensure equitable trading terms for our suppliers, like the *Small Supplier Policy*, which reduces the Group's payment terms to 30 days for approved Australian businesses with an annual revenue under \$10 million. In addition we extended our temporary policy which reduces the Group's payment terms to 14 days for approved Australian businesses with an annual revenue less than \$1 million until June 2023.

In F22, we launched a half yearly Supplier Forum, a virtual event giving suppliers the opportunity to engage with Endeavour. This year, the forum covered topics such as product innovation, supply chain disruptions and sustainability initiatives. It provides an opportunity for our leadership and merchandise teams to connect with trade partners, listening and learning from each other. A new supplier publication, *Distilled*, was also created to share customer insights, category trends and best-practice innovation.

We use an annual Advantage Liquor Mirror Report which offers detailed insights, supplier feedback and industry benchmarking. Our businesses are rated across overall performance, business relationship, organisation behaviour, personnel, marketing/business development, execution and supply chain management. In F22, we are proud to have favourable scores across our business, with outstanding results for Dan Murphy's and BWS for the second year in a row.

To further support transparency and open lines of communication, Voice of Supplier satisfaction surveys sent every three months are used to help to identify any issues suppliers may have. In F22, the Voice of Supplier surveys were extended to include an Endeavour Group rating, to which 82% of suppliers responded they would recommend Endeavour as a Strategic Retail Partner.

*“[Endeavour] plan with strategy and have clear direction. They are open and communicate well.”*

Wine Supplier

## Sustainable Supplier of the Year

Recognising innovation and creativity in the industry, F22 saw the launch of Endeavour's Supplier of the Year Awards. The program received more than 140 nominations in categories from product development and brand activation to agility in supply chain and driving sustainability initiatives.

Sydney based craft brewer Young Henrys took out the inaugural title of *Sustainable Supplier of the Year* for its microalgae research and innovation. Young Henrys partnered with climate change scientists from the University of Technology, Sydney (UTS) to research and develop a microalgae bioreactor that eats up CO<sub>2</sub> from the brewing process and churns out fresh oxygen.

“One microalgae bioreactor in the brewery produces the same amount of oxygen as a hectare of Australian bush.” Young Henrys co-founder Richard Adamson.

Young Henrys uses algae to capture the CO<sub>2</sub> produced during the fermentation process – an important innovation when the CO<sub>2</sub> from fermenting just one six-pack would take a tree two days to absorb.

Congratulations to Young Henrys and to all our suppliers putting sustainability at the heart of their business.



# Privacy and cyber security

Maintaining the integrity, reliability and security of data and information in all its forms is a critical focus. With the rapid growth in digital information services, online sales, loyalty and reward programs and digital applications, safeguarding the protection and privacy of information is central to customer trust. This is actively managed by the Privacy and Cyber Security Teams responsible for the resilience of Endeavour's data protection and information security procedures, policies and processes.

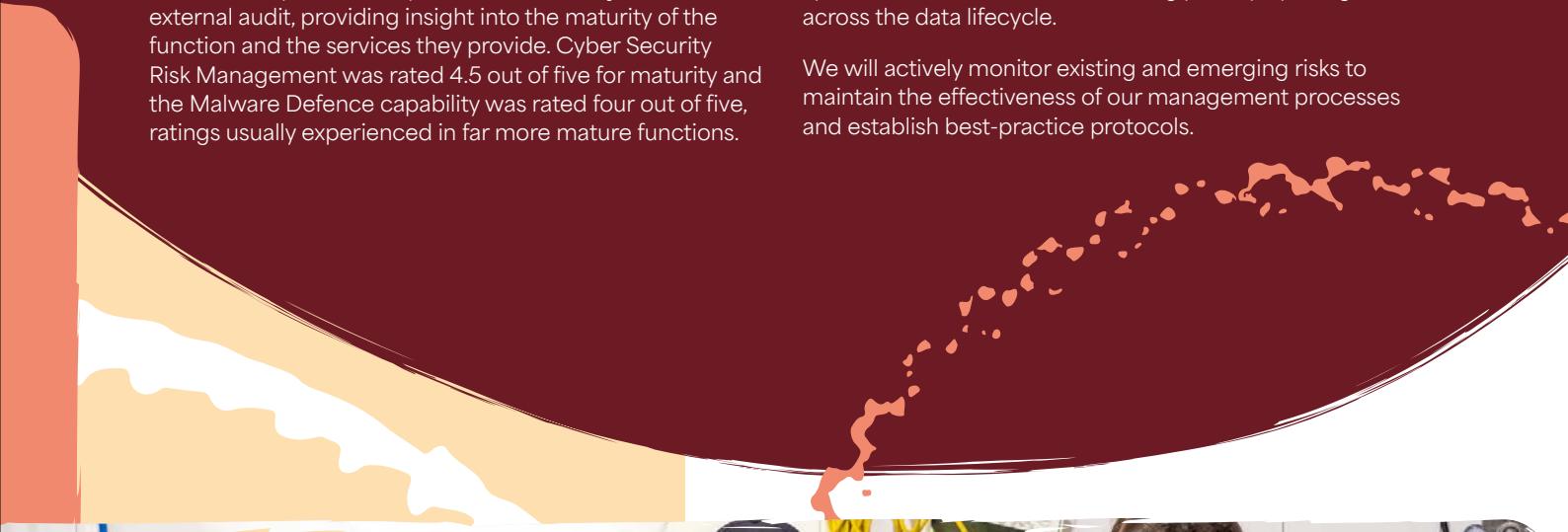
There are systems and controls in place to monitor and mitigate risks to cyber security, as well as significant data breach response plans in place. The most prevalent threat to the Endeavour Group is via phishing and credential theft. Endeavour team members all undergo regular phishing drills and annual training, supported by the Cyber Security Team.

In F22, the Cyber Security Team was the subject of an external audit, providing insight into the maturity of the function and the services they provide. Cyber Security Risk Management was rated 4.5 out of five for maturity and the Malware Defence capability was rated four out of five, ratings usually experienced in far more mature functions.

In F21, PWC conducted a Privacy review and identified some key focus areas. These agreed actions have been remediated as part of an overall privacy framework build that includes the training of all team members, refreshed regularly.

Privacy impact assessments and responsible use of data assessments are conducted for new processes and systems with a focus on embedding privacy by design across the data lifecycle.

We will actively monitor existing and emerging risks to maintain the effectiveness of our management processes and establish best-practice protocols.



# Planet

## Reducing our impact on the planet

The future we're helping to create for generations to come is always front of mind. We want the imprint our business has on the world to be positive, so the actions we take towards environmental sustainability need to be real and measurable.

While we've long been driving efficiencies and innovation, we're focused on setting the right foundations for our Planet strategy: better understanding our footprint, to inform the actions we can take to make a difference.



**104**

sites with  
solar panels installed

## **Chapel Hill**

vineyard and winery is  
Sustainable Winegrowing  
Australia certified

**8,498MWh**

of electricity generated  
from solar

# Climate Change

In our support of the Paris Agreement, we commit to research, innovate and implement initiatives that will help limit global warming to 1.5 degree Celsius, compared to pre-industrial levels. We have a part to play in reducing carbon emissions and continue to build climate resilience through our operations.

In F22, we focused on getting the foundations right, engaging the Climate Change and Sustainability team at KPMG to help understand our emissions baselines and map the current status of our operations against our environmental obligations. Our intention is to clarify our current emissions profile, then research, implement and track operational initiatives to reduce emissions and contribute to climate change mitigation.

We're at the start of our journey to better manage and report against our environmental performance. As always, we're committed to transparency, and will report our progress as we mature and adapt to climate risk. We plan to align our disclosures against the Task Force on Climate-related Financial Disclosure (TCFD) framework as we evolve our climate change strategy.

## Climate Change Strategy

	Action	F22	F23	F24
Governance	Set up Board oversight of climate-related risks and opportunities	✓		
	Set up Executive Committee's role in managing climate-related risks and opportunities	✓		
Strategy	Complete high level impact assessments of physical and transition risks and opportunities across the business	●	.....	●
	Understand actual and potential climate impacts on the business and strategy		●	
	Perform scenario analysis	●	—→	
Risk Management	Processes for identifying and assessing climate-related risks		●	
	Processes for managing climate-related risks		●	
	Integration of climate-related risk into overall risk management		●	→
Metrics and targets	Disclose scope 1 and 2 operational greenhouse gas emissions	✓		
	Develop deeper understanding and disclosure of scope 3 emissions	●	—→	
	Set Scope 1 and 2 emissions reduction targets base on most recent science, and explore setting a scope 3 target	●	—→	

### Key

- Completed
- Start
- Start to targeted completion
- Target completion



## Climate Change Governance

In line with our Corporate Governance Structure, the Endeavour Board, with the support of the Audit, Risk Management and Compliance Committee, oversees our Group-level response to climate change risks and opportunities. As outlined in the Board charter, the Board is responsible for:

- considering the sustainability of the Group's operations and activities
- approving the Group's sustainability strategy and the strategies, policies and standards, objectives and initiatives
- approving sustainability disclosures and monitoring stakeholder views.

The Board is updated quarterly on progress and risks to progress against the commitments made in the sustainability strategy, including any climate change-related matters.

The Executive Committee, with the support of cross-functional sustainability leads, is responsible for assessing and managing climate-related risks and opportunities as part of our enterprise risk management process. They are also responsible for operationalising opportunities to improve the Group's environmental performance.

## Risk Management

Our Group Risk team facilitates the process for identifying, assessing and monitoring Endeavour Group's risk profile, with a focus on existing and emerging strategic and operational risks to the business. Strategic risks are typically considered over longer time horizons, while operational risks are considered with shorter (one to 10 year) time horizons.

Climate change is an identified business risk to Endeavour Group and its business operations, and work is underway to assess the risks in detail, with a sustainability risk profile currently in development. In the short term, increasing frequency of extreme weather events has the potential to impact our business and supply chain. This could result in potential infrastructure damage, as well as impact accessibility of our stores, affecting our ability to deliver safe, quality products to our customers. Longer-term climate change can and will have an impact on our ability to manage our vineyards and produce quality products. There is also the likelihood of further regulatory requirements to help mitigate climate change, particularly in relation to use of natural resources such as water.

Over the coming years, we aim to further enhance and embed the consideration of non-financial risks into our enterprise risk management framework to ensure these risks continue to be identified and evaluated in a consistent manner across our business. In the sustainability risk profile currently in development, climate-specific risks and opportunities will be reviewed and updated on an annual basis, using the time horizons of short-term (one to three years), medium-term (three to 10 years) and long-term (10-25 years).

## Metrics and Targets

In October 2021, our sustainability strategy set out our metrics and targets to create a positive impact on the planet, including:

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

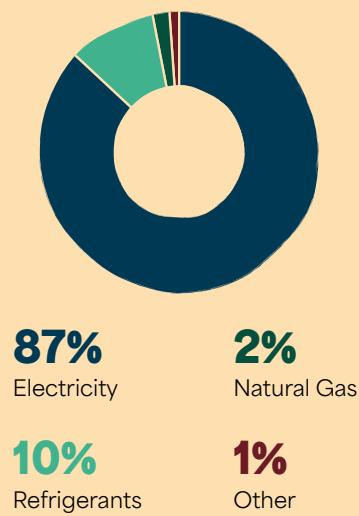
We currently track, monitor and report on our Scope 1 and 2 carbon emissions. We define our scope boundaries as being any entity in which Endeavour or its subsidiaries have operational control as defined under the National Greenhouse and Energy Reporting Act 2007 (NGER), and also calculate our greenhouse gas emissions under this Act.

Endeavour relies on a mix of energy sources to power our operations. In F22, our total energy consumed was 1.8 petajoule (PJ) and our total emissions under the NGER framework is 380,199 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). Our facilities emitted 50,221 tCO<sub>2</sub>e of direct scope 1 emission which mainly comes from our use of refrigeration gases. Electricity accounts for the majority of our emissions footprint, and in F22 we emitted over 329,978 tCO<sub>2</sub>e. In addition to this, we also have just over 500 tCO<sub>2</sub>e from processing our own waste water, which is classified as "incidental emissions".

We have made some progress in identifying the material upstream and downstream scope 3 emissions categories as set out in the GHG Protocol Scope 3 measurement standard. We understand we have indirect emissions from our waste, goods and services and transport and note the positive work many of our suppliers are undertaking to reduce emissions in these areas. Working in collaboration to obtain, trace and report accurate data against material scope 3 emissions will continue to be a focus area.

**Sustainability Hackathon** It doesn't matter where you sit in our business, each team member connects with sustainability in a meaningful, actionable way. In May, 30 of Dan Murphy's store and support team members from across Australia came together in a Sustainability Hackathon. Featuring set challenges across the topics of Clean Movement, Product, and Store Operations, the Sustainability Hackathon focused on collaboration, ideation and creative solutions to deliver purposeful action towards the Planet Principle of the sustainability strategy.

### F22 Emissions Profile





**Following the Sun** The roof of the prominent Brickworks Dan Murphy's, positioned directly under Adelaide Airport's flight path, celebrates the installation of its new solar panels.

We have 104 sites across the Group that have solar panels installed, reducing energy consumption and costs and supporting our plans to achieve our renewable energy target. Solar installations generated 8,498MWh of electricity in F22. Further solar installations will be rolled out to Retail stores, Hotels, wineries and facilities in F23.

We continue to invest in a range of initiatives to optimise energy efficiency, with 50 Dan Murphy's stores connected to an Energy Management Centre (EMC) which monitors and manages consumption. The EMC provides real-time visibility of store energy usage and allows the optimisation of consumption through data and analytics.

Dorrien Estate Winery and the Vinpac Angaston production facility operate under an ISO14001:2015 certified environmental management system. Recent surveillance audits have been carried out, ensuring compliance to the Environmental Management System certification covering matters including storage, packaging materials, resource and solid waste usage and effluent quality.



Racehorse Hotel

When we do a store or hotel renewal, we would consider energy efficiency improvements, for example installing LED lighting or where feasible, replace fridges with newer technology or enhancing them by installing doors.

An innovative Electronic Shelf Labelling (ESL) trial underway in 17 Dan Murphy's stores is delivering time and cost savings, as well as a reduction in paper usage. On average, a Dan Murphy's store will print out more than 2,000 price tickets weekly. ESL, powered by energy efficient, long-lasting battery systems replaces the paper based system, allowing for instant pricing and promotional update changeovers. Further roll out of this technology is planned in F23.



Electronic Shelf Label

# Sustainable use of natural resources

We have a responsibility to manage natural resources in a way to save water, protect soils and improve biodiversity, as part of our commitment to sustainable viticulture and winemaking.

## Chapel Hill - Sustainable Winegrowing Australia Certified

Chapel Hill is committed to sustainable operations with a focus on a gentle, traditional winemaking culture and respect for the local landscape.

The winery and vineyards are supported by solar power and sustainably farmed using low-impact techniques, including reclaimed water for irrigation and on-site composting, which reduces the need for synthetic fertilisers and preserves the soil for long-term productivity. Vintage 2021 was the winery's first vintage to achieve organic certification.

This year, Chapel Hill vineyard and winery achieved certification under the Sustainable Winegrowing Australia (SWA) Program and has been involved with the program since its inception. SWA is a national program for grape growers and winemakers to demonstrate and continuously improve their sustainability in the vineyard and winery through the environmental, social, and economic aspects of their businesses.

## Water Management in the Barossa Valley

The \$9 million wastewater treatment plant between the Dorrien Estate (Tanunda) and Vinpac International (Angaston) sites in the Barossa region is now in full operation. All water that is used in operations – approximately 60ML this year – is captured, treated and reused for more than 20 hectares of crop irrigation, with the ability to be returned to sites for watering gardens. The plant is supported by a 212kW solar installation and features an aerobic lagoon wastewater system, a Sequenced Batch Reactor (SBR) wastewater system and almost 6km of underground pipelines between the sites. In October, the Vinpac and Dorrien Estate Winery teams planted more than 1,600 indigenous grasses, shrubs and small trees endemic to the region in the area adjacent to the wastewater treatment plant. These were supplied by local native flora centre, Barossa Bush Gardens, with support from Environmental Connections.



*“The collated information supplied as part of SWA annual reporting allows for benchmarking against other vineyards and wineries and helps us identify areas for improvement. We can be proactive, rather than reactive, in our management of the site.”*

Michael Fragos,  
Winemaker, Chapel Hill



# Enhancing circularity

We continue to innovate towards best-practice packaging, reduce waste and support the development of a circular economy in Australia.

## Working with others

Our goal is to ensure our packaging is sustainable, meeting customers' expectations of quality and durability, and can be successfully recovered and used again as recycled. To this end, we are focused on collaborating with suppliers and partners to find more innovative recyclability and reusability solutions across our operations and the industry at large. We have been working hard to fully understand our packaging baselines and also to finalise our membership with the Australian Packaging Covenant (APCO).

We are one of the founding members and deputy chair of the Wine Industry Sustainable Packaging Alliance (WISPA), a collaboration between the Australian Packaging Covenant Organisation and key businesses across the wine industry value chain, and we're working together to improve recycling rates, drive innovation and fuel the circular economy within the Australian wine industry. This year, WISPA has been working on collaborative projects to create sustainable packaging solutions to the wine industry, delivering on APCO 2025 targets. Together, we have made a targeted problematic packaging list and created research projects to address the packaging issues specific to the wine industry.

We have also partnered with Australian glass packaging company, Orora, to create the first Australian lightweight 750mL sparkling wine bottle. The bottle weighs 580 grams, 100 grams less than a standard sparkling wine bottle, and removes 320 tonnes of packaging from the supply chain a year.

## Waste management

In our first year of independent reporting, we have found some challenges in accurately measuring total waste to landfill across Retail and Hotels. While our focus remains on developing initiatives aimed at minimisation of waste creation and diversion from landfill, we are also investigating effective data capture and management systems to assist comparative reporting.

Examples of initiatives undertaken in F22 include the removal of single use plastic (including drinking straws and utensils), updating toilet paper dispensers, and working with national suppliers to improve packaging.

At our South Australian sites, non-reusable and non-recyclable material is processed at the SUEZ-ResourceCo facility in Adelaide. This material is then converted into processed engineered fuel that can be used to replace fossil fuels to generate energy.

## Reusing Beer Can Clips

We have been trialling an innovative scheme with plastic beer can clips, where we encourage customers to return the clips to selected BWS and Dan Murphy's stores, which are then cleaned and reused by local independent brewery and mobile canning partners. Once the clips have been reused to the end of their lifespan – up to five uses – they are converted into HDPE resin. The can clip recycling program is a partnership between Endeavour Group, the Independent Brewers Association (IBA), East Coast Canning, Visy Recycling and PakTech. Work continues to evolve this program and increase its effectiveness.



# Independent Limited Assurance Report

## to the Directors of Endeavour Group Limited

**Deloitte.**

### Conclusion

We have undertaken a limited assurance engagement relating to the sustainability metrics detailed below (the 'Subject Matter Information') presented in Endeavour Group Limited's ('EG') 2022 Sustainability Report in relation to the facilities of EG for the period 1 July 2021 to 30 June 2022.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that, the accompanying Subject Matter Information has not been prepared, in all material respects, in accordance with the Reporting Criteria detailed below for the period 1 July 2021 to 30 June 2022.

#### Subject Matter Information and Reporting Criteria

The Subject Matter Information and Reporting Criteria in scope for our limited assurance engagement for the year ended 30 June 2022 is as follows:

Sustainability Metrics (Subject Matter Information)	Reporting Criteria
Team members trained in the principles of responsible service of alcohol and gambling (%)	
Community Investment funding	
Safety: Total Recordable Injuries	
Board and Senior leadership (levels 4-6) diversity balance	
Scope 1 and 2 Greenhouse Gas Emissions (GHG) (tCO2e) for Endeavour Group	
Total energy consumed (PJ) for Endeavour Group	
10 assertions selected from material topics from the 2022 Endeavour Group Limited's Sustainability report ('selected Assertion Assurance')	Endeavour's internal sustainability policies and procedures.
<ul style="list-style-type: none"><li>Supplier Engagement and Trust</li><li>Staying Alert</li><li>ID25</li><li>Self-Exclusion</li><li>Water management in the Barossa Valley</li><li>Increasing Energy Efficiencies</li><li>Wastewater Recycling</li><li>Family &amp; Domestic Violence Awareness</li><li>Voice of Team</li><li>Transforming Communities in Partnership with Jawun</li></ul>	

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## Basis for Conclusion

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

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

## Management's Responsibilities

The management of Endeavour are responsible for:

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

## Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements* in undertaking this assurance engagement.

## Assurance Practitioner's Responsibilities

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

A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the Subject Matter Information is likely to arise, addressing the areas identified and considering the process used to prepare the Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

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

### **Our procedures included:**

Inquiring with the respective Subject Matter Information owners to understand and assess the approach for collating, calculating and reporting the respective Subject Matter Information across the reporting period ending 30 June 2022;

- 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 in accordance with the Reporting Criteria
- Performing analytical reviews over material data streams to identify any material anomalies in the Subject Matter Information and investigate further where required
- Selection on a sample basis items to test from the Subject Matter Information and agree to relevant supporting documentation;
- Agreeing overall data sets for the Subject Matter Information to the final data contained in Endeavour's 2022 Sustainability Report.

### **Inherent Limitations**

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that it is possible that fraud, error, or non-compliance with laws and regulations, where there has been concealment through collusion, forgery and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

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 applicable criteria used for this engagement was designed for a specific purpose of assisting the directors and management report on the Subject Matter Information presented in the 2022 Sustainability Report, as a result, the Subject Matter Information may not be suitable for another purpose.

This report has been prepared for use by the directors and management of Endeavour for the purpose of reporting on the Subject Matter Information presented in the 2022 Sustainability Report. We disclaim any assumption of responsibility for any reliance on this report to any person other than the directors and management of Endeavour or for any purpose other than that for which it was prepared.

*Deloitte Touche Tohmatsu*

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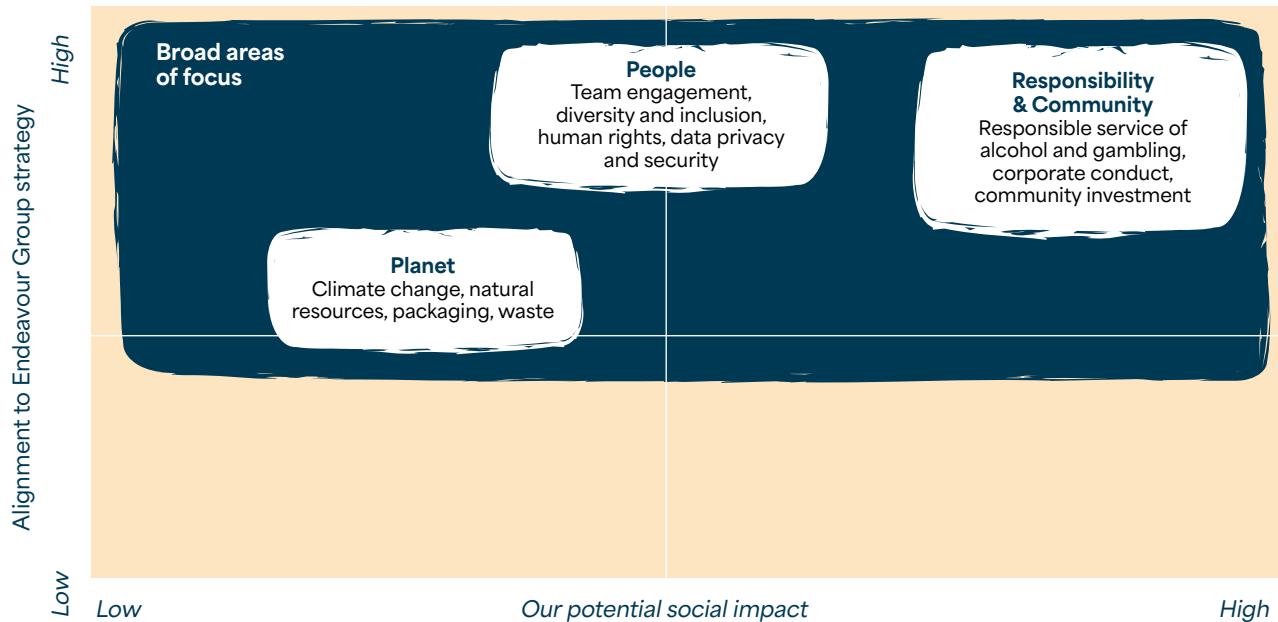
Partner  
Sydney,

23 August 2022

# Appendix

## Material issues

Keeping up to date with emerging trends, risks and stakeholder expectations, we review our most material issues with our shareholders, team and wider community on a regular basis. Our key Environmental, Social and Governance (ESG) issues have been evaluated against our strategy, ensuring we stay focused on areas we can make the greatest impact. We will be completing a refreshed materiality assessment in F23.



## United Nations Global Compact Ten Principles

Principle	Reference
Principle 1 Protection of human rights	2022 Sustainability Report <a href="#">page 33</a> 2022 Modern Slavery Statement
Principle 2 No complicity in human rights abuse	2022 Sustainability Report <a href="#">page 33</a> 2022 Modern Slavery Statement
Principle 3 Freedom of association and right to collective bargaining	Sustainability Report <a href="#">page 48</a>
Principle 4 Elimination of forced and compulsory labour	2022 Sustainability Report <a href="#">page 33</a> 2022 Modern Slavery Statement
Principle 5 Abolition of child labour	2022 Sustainability Report <a href="#">page 33</a> 2022 Modern Slavery Statement
Principle 6 Elimination of discrimination	2022 Sustainability Report <a href="#">page 26-32</a> Diversity and Inclusion Policy
Principle 7 Precautionary approach to environmental challenges	We do not make any specific statement on precautionary principles, but commit to addressing our environmental risks including climate change, Sustainability Report <a href="#">page 36-43</a>
Principle 8 Environmental responsibility	Sustainability Report <a href="#">page 36-43, 48</a>
Principle 9 Environmentally friendly technologies	Sustainability Report <a href="#">page 36-43</a>
Principle 10 Work against corruption	2022 Sustainability Report <a href="#">page 48</a> Fraud, Anti-Bribery and Corruption Policy

# Appendix

## Workplace metrics

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

### Freedom of association and right to collective bargaining

Our team members have the freedom of association and we have long standing relationships with the unions that represent our teams. Approximately 31% of our workplace is covered by Enterprise Bargaining Agreements (EBAs).

### Discrimination

We expect our employees to treat each other, our customers and our suppliers with respect and dignity. We train our employees on these expectations through our Code of Conduct. We are working towards a resolution on the outstanding claims.

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

We expect our people to treat each other, our customers and our suppliers with respect and dignity. Our team members are expected to work in line with our Code of Conduct.

Our whistleblowing process allows for our team, and anyone who works with us, to report issues confidentially.

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.

## Planet

### Total emissions split by business units (t CO<sub>2</sub>e)

These emissions have been calculated in line with *National Greenhouse and Energy Reporting Act 2007*.

	Scope 1	Scope 2	Total
ALH	28,673	207,640	236,313
BWS	14,497	73,250	87,748
Dan Murphy's	5,527	44,577	50,104
Pinnacle Drinks	1,057	3,584	4,641
Specialty Brands - Jimmy Brings, Shortys Liquor, Langtons	31	197	229
Support Offices	435	729	1,164
<b>Total</b>	<b>50,221</b>	<b>329,978</b>	<b>380,199</b>

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