

A group of people are hiking through a lush, green forest. In the foreground, a woman with long dark hair, wearing a light pink sweater and a brown quilted vest, is walking towards the right. Behind her, a man in a red t-shirt and a woman in a blue sweater are also walking. The forest is filled with tall trees and many large, vibrant green ferns. The scene is captured in a cinematic style with soft lighting.

Together  
towards a  
healthier  
world



“  
 At the heart of our naturopathic principles is the knowledge that given the right conditions, the body can heal itself. The health of our planet, and its equally delicate balance of natural systems, is no different.

MARCUS C. BLACKMORE AM



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*The 2020 Finance Performance of Blackmores Ltd is shared in the Group Annual Report. Learn more at: [www.blackmores.com.au/about-us/investor-centre/annual-and-half-year-reports](http://www.blackmores.com.au/about-us/investor-centre/annual-and-half-year-reports)*

## Sustainability contacts

If you have any feedback or questions about Blackmores' 2020 Sustainability Report, please contact:

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[sustainability@blackmores.com.au](mailto:sustainability@blackmores.com.au)

COVER: Adelynn Goh reconnecting with nature and enjoying the health benefits of forest bathing.





Last year we were pleased to share with you our first public sustainability progress targets.

Since that time, not only has our business transformed but our world has also changed.

Our acquisition of a manufacturing facility in October 2019 substantially increased our greenhouse gas profile, while COVID-19 all but eliminated our second half travel emissions and resulted in the temporary closure of many of our work spaces.

Though these events have compromised any possibility of a like-for-like comparison to track our annual progress against our targets, we are confident that we have made positive advancements in our sustainability performance over the past year.

We are seeing clear benefits as a result of the adoption of cleaner energy sources, the implementation of a responsible sourcing and procurement framework and integration of sustainability into our business strategy.

Underpinning this progress has been the commitment of the Board aligning remuneration structures not only to our financial performance and shareholder value but also to our key sustainability indicators, starting with emissions.

Our progress would not have been possible without the strong leadership of our Chief Executive Officer Alastair Symington who joined the Group in September 2019. Alastair's appointment followed a global search for a steward who would build on our values-led and performance-driven culture to return our business to sustainable, profitable growth.



THE GLOBAL GOALS

## Maurice Blackmore understood that you can't have healthy people without a healthy planet.

He long advocated the imperative to:

- Improve lives through better health and wellbeing
- Nurture the Earth and use nature's resources with respect
- Treat employees like family and owners of the business
- Give back to the community
- Partner with others to make a difference

In the face of consistent challenges, Alastair has worked with our broader team to navigate this unprecedented year and to do it in a way consistent with the approach taken by our founder, Maurice Blackmore and carried forward by Marcus Blackmore.

As well as focusing on the uplift in governance to support delivery of our sustainability goals, the Board has continued to address key areas of risk throughout the year. This has included consideration of the impacts of climate change on access to key ingredients, addressing human rights risks in our supply chain and understanding the impact of our packaging.

Growing our understanding of the implications of climate change on our operations and supply chain as well as the evolving health needs of the community is central to the development of our climate strategy. The Task Force for Climate-related Financial Disclosure (TCFD) recommendations also inform our approach to evaluating and addressing climate risks.

On behalf of the Board of Directors, I'm pleased to share with you our sustainability progress for the year to 30 June 2020 and to affirm our unwavering commitment to accelerate our ability to positively progress the United Nations Sustainable Development Goals.

Brent Wallace  
Chairman



### KEY DIFFERENCES IN THIS REPORT

The acquisition in October 2019 of a 30,000 m<sup>2</sup> soft gel and hard tablet manufacturing facility at Braeside in Victoria significantly increased our greenhouse gas emissions, use of water and changed our safety risk profile because of the nature of their operations. This report captures this impact for eight months of the reporting period.

It was in my first month as Blackmores Group CEO that we began the transition to renewable sources of energy at our principal sites. It was a meaningful way of demonstrating our commitment to climate action.

Around the same time, we hosted our greenest Blackmores Sydney Running Festival ever and offset the emissions for our Annual General Meeting by investing in tree planting initiatives in regional Australia.

But in the weeks that followed, many of those newly planted trees were burned in the devastating fires that ravaged our country last summer as our access to water became worryingly scarce.

It was a timely reminder of the need to double down on our climate action goals and shorten our time frame to act.

In May, we proudly committed to Net Zero Carbon Emissions by 2030.

The pandemic showed us that to address global challenges, we need a global mindset. When faced with adversity, we find ways to be more agile and adaptable while highlighting the importance of partnering with others for greater impact.

It was with this strong appreciation for partnerships that we advanced our program to assess and address human rights risks in our supply chain. I would like to thank our valued suppliers and business partners for their transparency and willingness to support better outcomes for people right across our supply chain.

Through this program of work, we will be in a strong position to share our first statement on the risk of modern slavery in our supply chain in the coming months in line with the guidance in the *Commonwealth Modern Slavery Act 2018*.

In response to the rapidly changing health needs of our community, Blackmores Institute was able to scale a program of education initiatives to grow understanding about immune system health and supporting healthcare professionals managing the evolving mental wellbeing issues exacerbated throughout the pandemic.

This year, Complementary Medicines Australia introduced a Sustainability Committee reporting directly to their Board to advise on the sustainable development of the natural health industry in Australia. We commend their leadership and initiative and are pleased to be part of this cohort.



We have a reinvigorated leadership team at Blackmores, bringing new expertise and improved diversity. This team is charged with delivery of our growth strategy and to build on our values-driven approach to making a positive contribution within the community, protecting our planet and restoring nature and to demonstrating unwavering respect for people.

**The journey to Net Zero Carbon**

Our Net Zero Carbon by 2030 commitment will drive positive change throughout our operations.

We took an important step in October 2019 when we began transitioning to renewable sources of energy to power our major sites. To accelerate our emissions reduction program we will need to deploy equipment efficiency upgrades, introduce further sustainable sourcing and procurement practices and address the greenhouse impact of our packaging.

The Australian government's target that by 2025 all packaging waste will be recyclable, reusable or compostable and its emphasis on increasing use of recycled content drives our packaging progress. We share their commitment to understanding the lifecycle impact of packaging and to designing for better outcomes. It's a challenging program of work but one that connects our Net Zero commitment to the expectations of our consumers.

It won't be our only challenge but we have a strong sustainability charter, a clear set of values and an engaged team committed to our vision for a world where people and nature thrive together.

We remain committed to sharing our progress with you and, in the spirit of continuous improvement, we welcome your feedback.

Alastair Symington  
Chief Executive Officer  
Blackmores Limited



Blackmores CEO Alastair Symington and  
Ava McNab at the Blackmores Campus

2020 has been a timely reminder that the only way to address global challenges is with a global mindset.

# Sustainable Development Goals

Seventeen goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet. Highlighted goals reflect strong alignment to Blackmores' Sustainability Charter.





Blackmores Group is an ASX 200 publicly-listed company employing over 1,200 people, with an extensive presence across Asia Pacific.

Founded by visionary naturopath Maurice Blackmore in 1932, our vision is to connect every person on Earth to the healing power of nature by combining our knowledge of nature and science to deliver quality health solutions to people and their pets everywhere, every day.

Our high quality, evidence-based range of brands includes Blackmores - Australia's No.1 natural health brand; BioCeuticals - Australia's leading practitioner range; PAW by Blackmores - natural health products for pets; Fusion Health and Oriental Botanicals - Australia's leading providers of Chinese herbal medicine; and Impromy - our pharmacy-based weight management program developed in collaboration with CSIRO.

Blackmores Institute is the research and education arm of Blackmores Group; a centre of excellence established to improve and promote the quality use of natural medicine.

At Blackmores Group, we never compromise on quality, always placing the health and safety of our consumers at the heart of our business. We use premium ingredients from around the world - developing products made to strict Australian therapeutic goods standards at our state-of-the-art manufacturing facility in Braeside, Victoria.

Recognising that you can't have healthy people without a healthy planet, we're strongly committed to embedding sustainability across our business. This includes a 2030 Net Zero Carbon Emissions target and giving back to the communities in which we operate.

**BLACKMORES**

**BioCeuticals**

**impromy** Developed in collaboration with the CSIRO

**paw** Pure Animal Wellbeing By BLACKMORES

**東方藥** Oriental Botanicals

**FUSION** health ancient wisdom modern medicine

**BLACKMORES INSTITUTE**

## OUR purpose

We exist so you have a choice to make living well each day a natural way of life.

## OUR vision

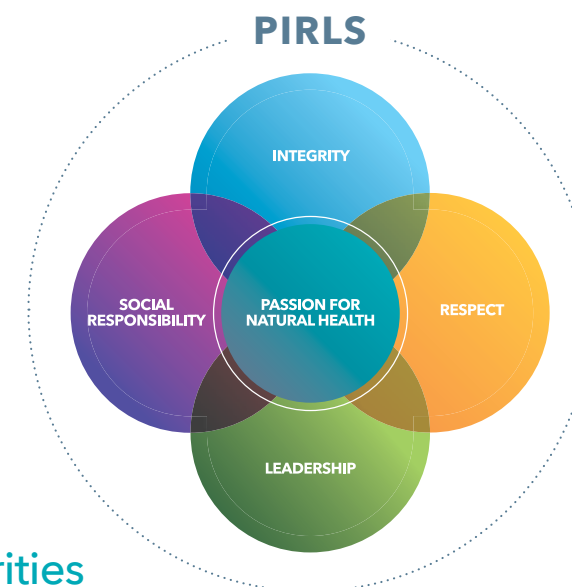
We will connect every person on Earth to the healing power of nature.

## OUR mission

We combine our knowledge of nature and science to deliver quality solutions to bring wellness to people and their pets everywhere, every day.

## OUR values

Our values are the heart of our business. Known as our PIRLS, these are both behavioural and aspirational - underpinning our work practices and decisions and supported by our governance frameworks.



## FOUR strategic priorities

1. Build a world-class organisation
2. Rejuvenate the Blackmores brand in Australia
3. Deliver new growth in key countries and categories
4. Win with the modern career woman in China



1932



Naturopath Maurice Blackmore opened a health food store in Brisbane, Australia.

'If man persists in ignoring or defying the recycling laws of nature, he will not avoid pollution, malnutrition or starvation.'

Maurice Blackmore 1967

# Blackmores' Corporate Citizenship Timeline

Blackmores sponsors Kay Cottee to be the first woman in history to sail single-handed, non-stop, unassisted around the world. Blackmores then supported Kay to raise \$1 million for Life Education.

1988



First Environment Officer appointed with a focus on packaging waste.

1995

Environment Committee formed to ensure the Company stays at the forefront of environmental issues.

**Blackmores wins environmental award:** In conjunction with Manly Environment Centre and OzGREEN, Blackmores is awarded the NSW Department of Land and Water Conservation's Rivercare 2000 Gold Award for its Kids, Companies and Creeks project.

1996

Blackmores becomes a founding signatory to the National Packaging Covenant.

2001

Blackmores reaches gold level in the NSW government's Sustainable Energy Development Authority's Energy Smart business program.

**Blackmores wins environmental award:** Blackmores wins the Gold Energy Smart Green Globe Award.

2002

**National Packaging Covenant:** Blackmores signs the new National Packaging Covenant, maintaining a commitment to minimise packaging waste.

**Pharmaceutical Packaging Action Evolution Award:** Blackmores receives the inaugural Pharmaceutical Packaging Action Evolution Award.

2006



2007

**Ethical Investor Award:** Blackmores receives the Ethical Investor 2006 Sustainable Small Company of the Year Award.

**Quest for Life partnership:** Blackmores and Quest for Life announce a new partnership aimed at better physical, emotional, and mental health for Australian communities.

Blackmores is honoured for 20 year support and its role in raising \$7 million for Heart Research Institute.

Blackmores is accredited by the Royal Australian College of General Practitioners and the Australian Pharmacy Council to provide professional education on complementary healthcare and is able to award CPD points.

Commenced generation of electricity onsite through a Cogeneration Plant.

Opening of the Blackmores Campus, an ecologically sustainable designed facility at Warriewood, Sydney.

2014

Blackmores implements their first Closed Loop packaging initiative and receives an accolade for their high achievement in reducing the environmental impact of their packaging.

In a first for Australia, Blackmores begins donating vitamins and supplements to those in need in collaboration with Foodbank, Australia's largest hunger relief agency.

**Australian Packaging Covenant recognition:** Blackmores receives an accolade for their high achievement in reducing the environmental impact of their packaging.

**WWF Sustainable Fish Oils Partnership:** Blackmores partnered with the global conservation organisation WWF as part of its commitment to achieving the highest possible standard of sustainability for our fish and krill oils.

Blackmores Institute is established as a centre of excellence for knowledge and research.

2010

Blackmores Institute publishes Sustainable Nutrition, a scientific literature review.

Integrated climate change risk assessment in corporate risk processes and held first climate scenario assessment.

**Blackmores wins Evolution Award:** Blackmores wins second Packaging Magazine Evolution Award in the pharmaceutical category for minimising packaging waste.

2008

Executive Team and key leaders hold second climate scenario and risk workshop informing the Group Climate Resilience Action Plan.

2015

Joined the NSW Government Sustainability Advantage Program.

**Australasian Recycling Label:** Blackmores proudly becomes one of the first companies to adopt the new [planetark.org/recyclinglabel](http://planetark.org/recyclinglabel) - Australasian Recycling Label, launched by Planet Ark.

Blackmores is made a Bronze Partner in the NSW Government Sustainability Advantage program for its environmental achievements.

Integrated sustainability into Blackmores' Supplier Code of Conduct.

Established an Environmental Management System.

2016

**Inaugural sustainability report:** Blackmores publishes its inaugural assured sustainability report.

Recognised by the APCO as Signatory of the Year.

2017

Blackmores is made a Silver Partner in the NSW Government Sustainability Advantage program for its environmental achievements.

2018



2019

Developed Clean Energy Strategy and began transition to renewable sources of energy.

2020

Blackmores is recognised as a Gold Partner in the NSW Government's Sustainability Advantage Program.

Announced Net Zero Carbon by 2030 commitment.





Manages  
**41**  
warehouse  
locations



Employs  
**1,278**

people across Asia Pacific  
(excluding employees  
of our joint venture  
in Indonesia)



**210**  
Tier 1

direct suppliers for ingredients,  
packaging and contract manufacturers  
(tripled following the Braeside  
manufacturing facility  
acquisition)

More than 1,000  
ingredients, 600 product  
formulations and approximately  
1,500 individual product units  
across three brands sold in  
12 markets





# Highlights

01

## Clean energy

Began the transition to renewable energy at our major sites. By the end of 2020, a minimum of 50% of power to the Blackmores Campus and 20% at Braeside, Surry Hills and Bungarribee sites will be renewable sources.



02

## Net Zero Carbon by 2030 commitment

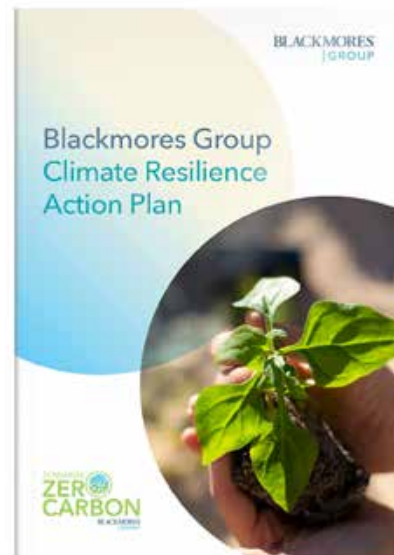
In May 2020, Blackmores Group committed to Net Zero carbon emissions by 2030 which will be achieved by deploying efficiency initiatives and equipment upgrades, increasing our use of renewable energy, adopting sustainable procurement principles, progressing sustainable packaging and investing in emission offsets.



03

## Climate resilience action plan

Executive Team and key senior management developed a Group Climate Resilience Action Plan spearheaded by a 3-4 Degree Scenario Planning Workshop.



04

## Industry leadership

Blackmores Group recognised with the CMA Sustainability Award 2019 and became the first company in the Australian medicines industry to achieve the highest recognition level in the NSW Government's Sustainability Advantage program - Gold Partner.

05

## Human rights

- Progressed Partnering for People initiative to assess and address the risk of modern slavery in our supply chain, including the release of our enterprise level Human Rights Policy.
- Partnered industry-wide to address modern slavery risk through Complementary Medicines Australia's Modern Slavery Working Group.
- Engaged 39 suppliers from 27 companies with webinars on addressing modern slavery risk.

06

## Sustainable packaging

Added better recycling information to more than 100 products and assessed 193 products using the Australasian Recycling Label PREP tool.

07

## Efficiencies and waste management

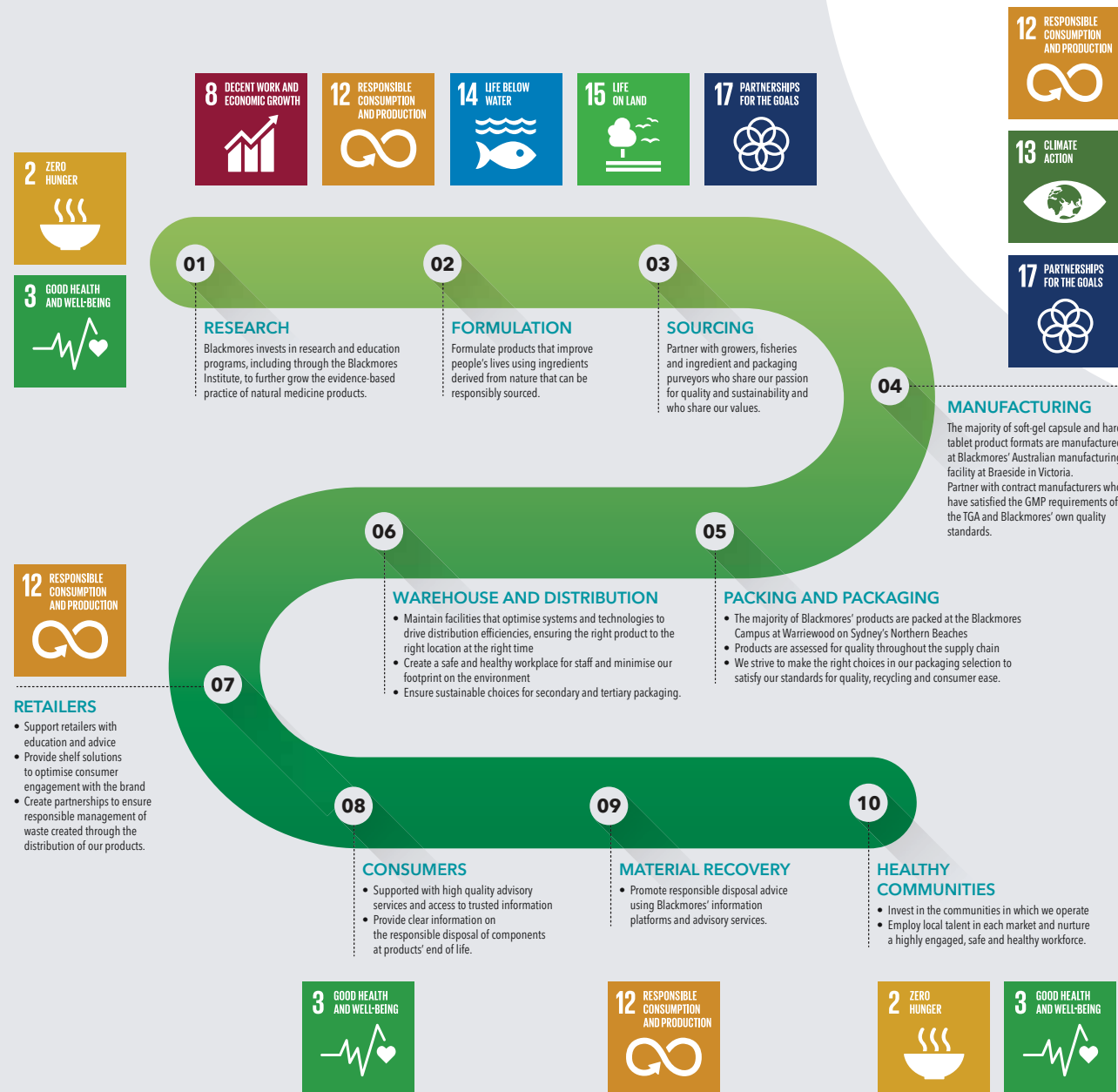
New bulk tablet transfer technology at Blackmores' Braeside manufacturing facility eliminated the need for 20 tonnes of cardboard and kept 52,000 single-use plastic bags out of landfill.



Pito Hatherley, Café Attendant. Organic waste is converted to energy as part of the Group's waste management plan, with a target of diverting 80% of waste from landfill.



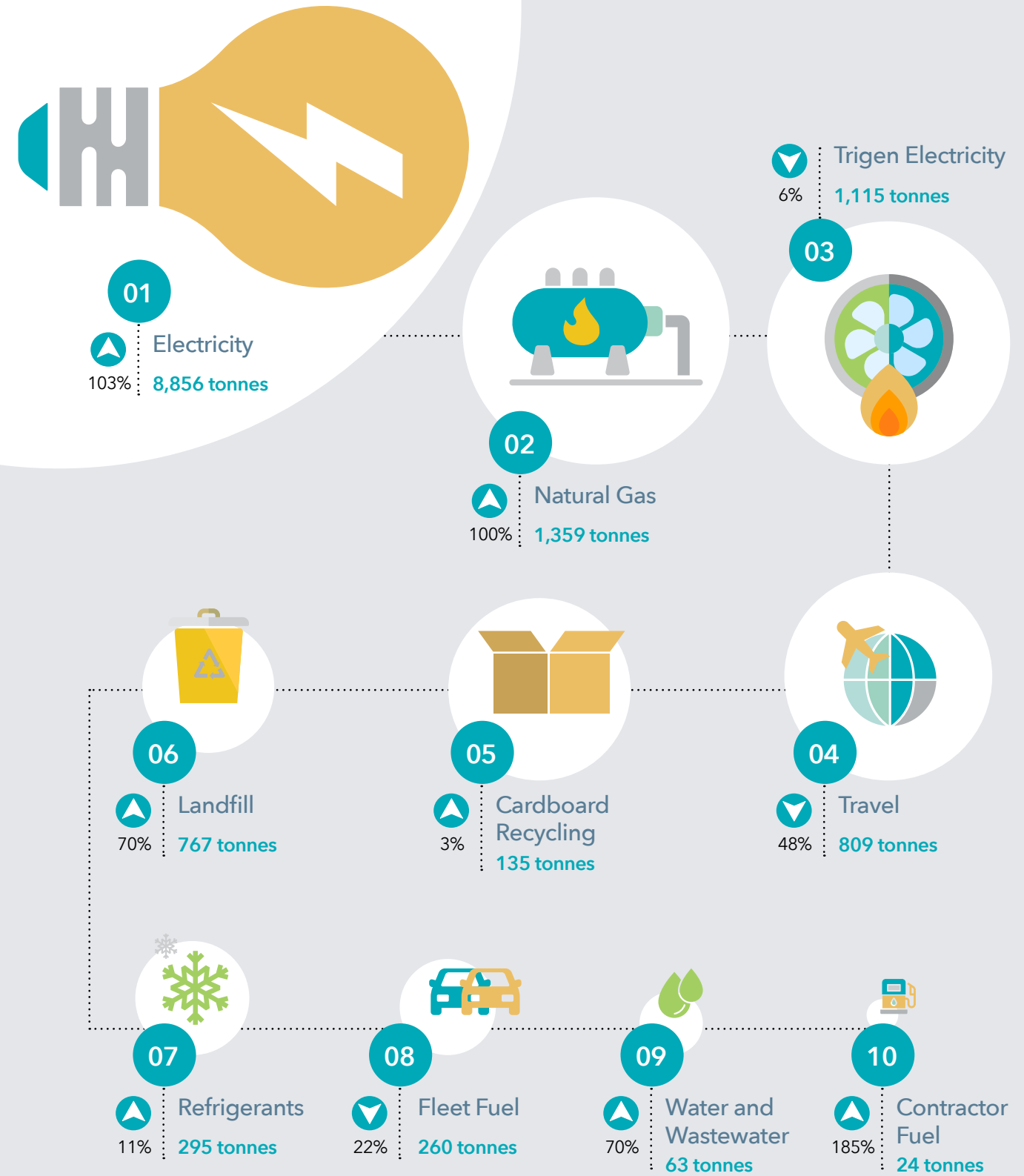
# Our Value Chain



# Greenhouse Gas Emissions

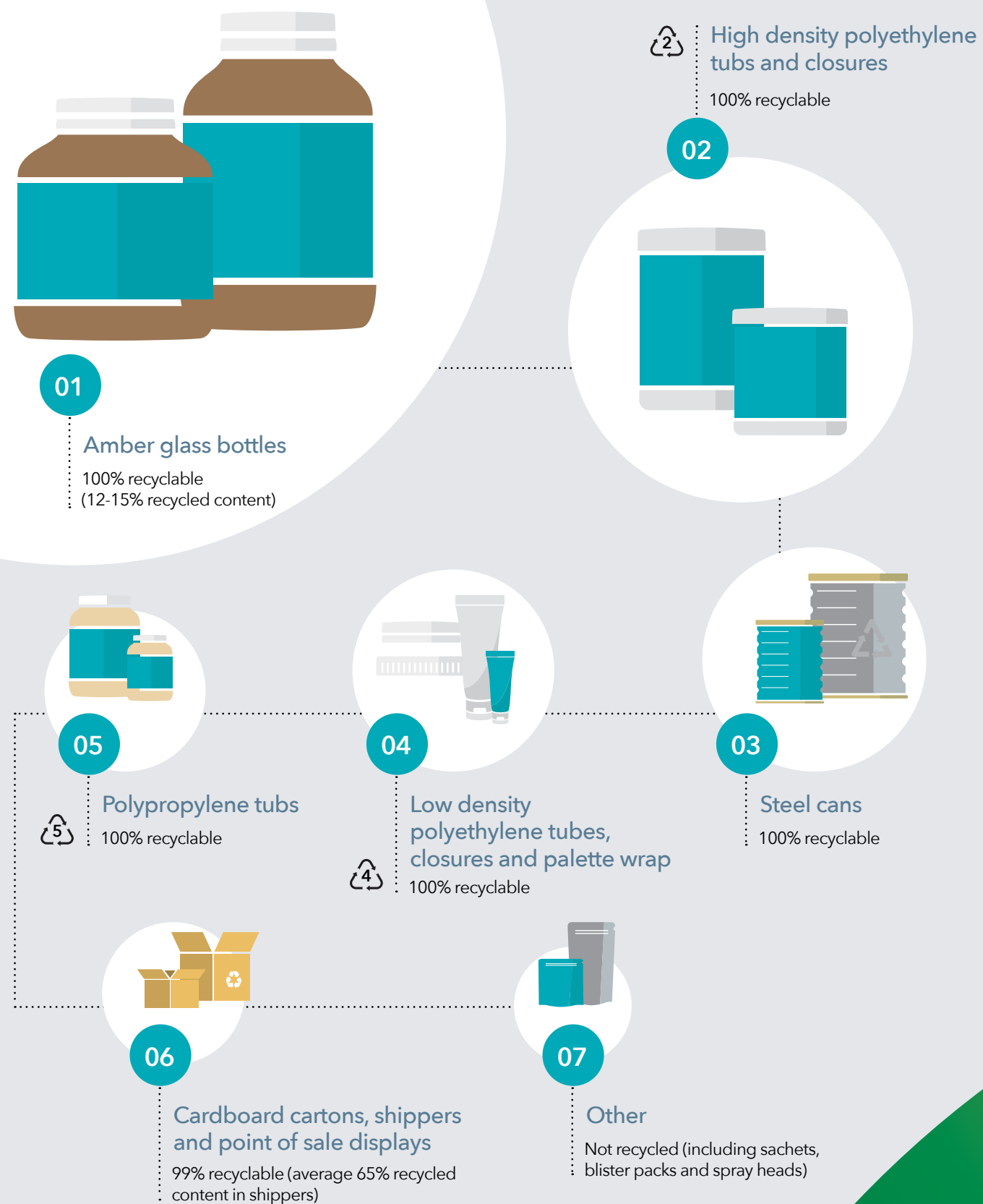
2019/20 totals include emissions from our new Braeside manufacturing facility.

- Decrease compared to 2018/19
- Increase compared to 2018/19
- No change





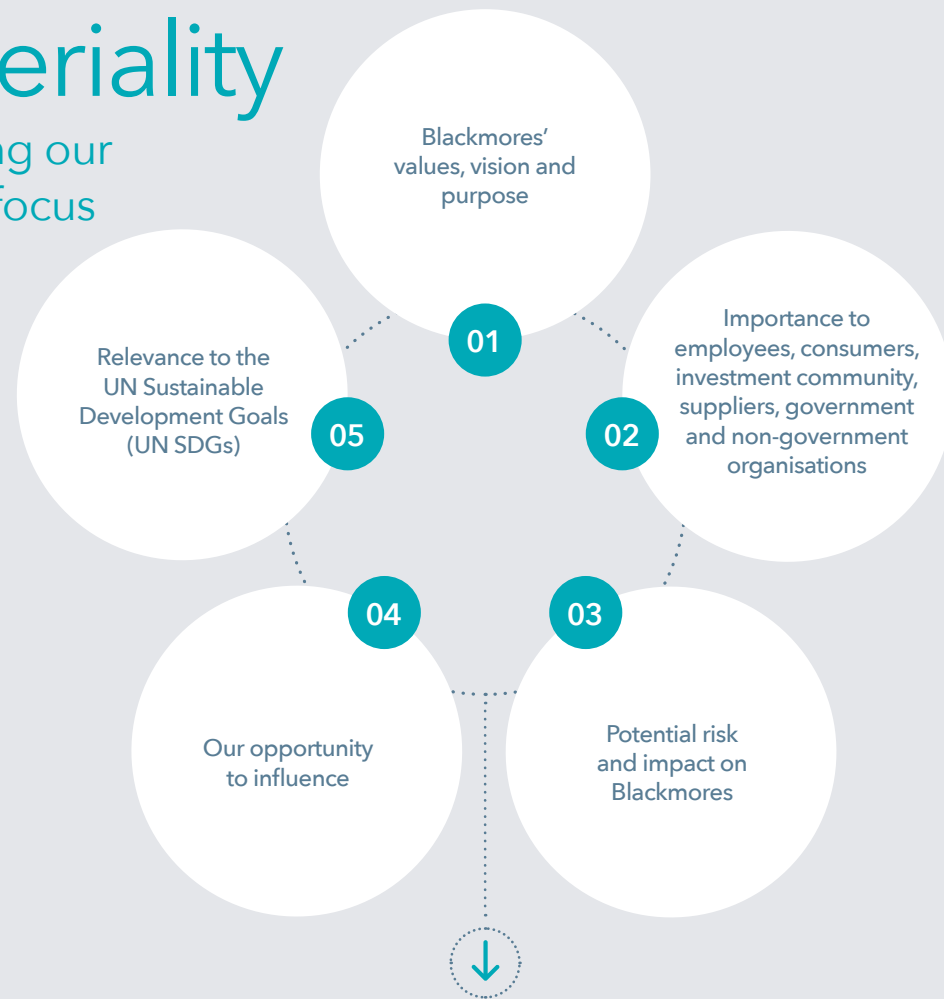
# Major Packaging Formats





# Materiality

Identifying our areas of focus



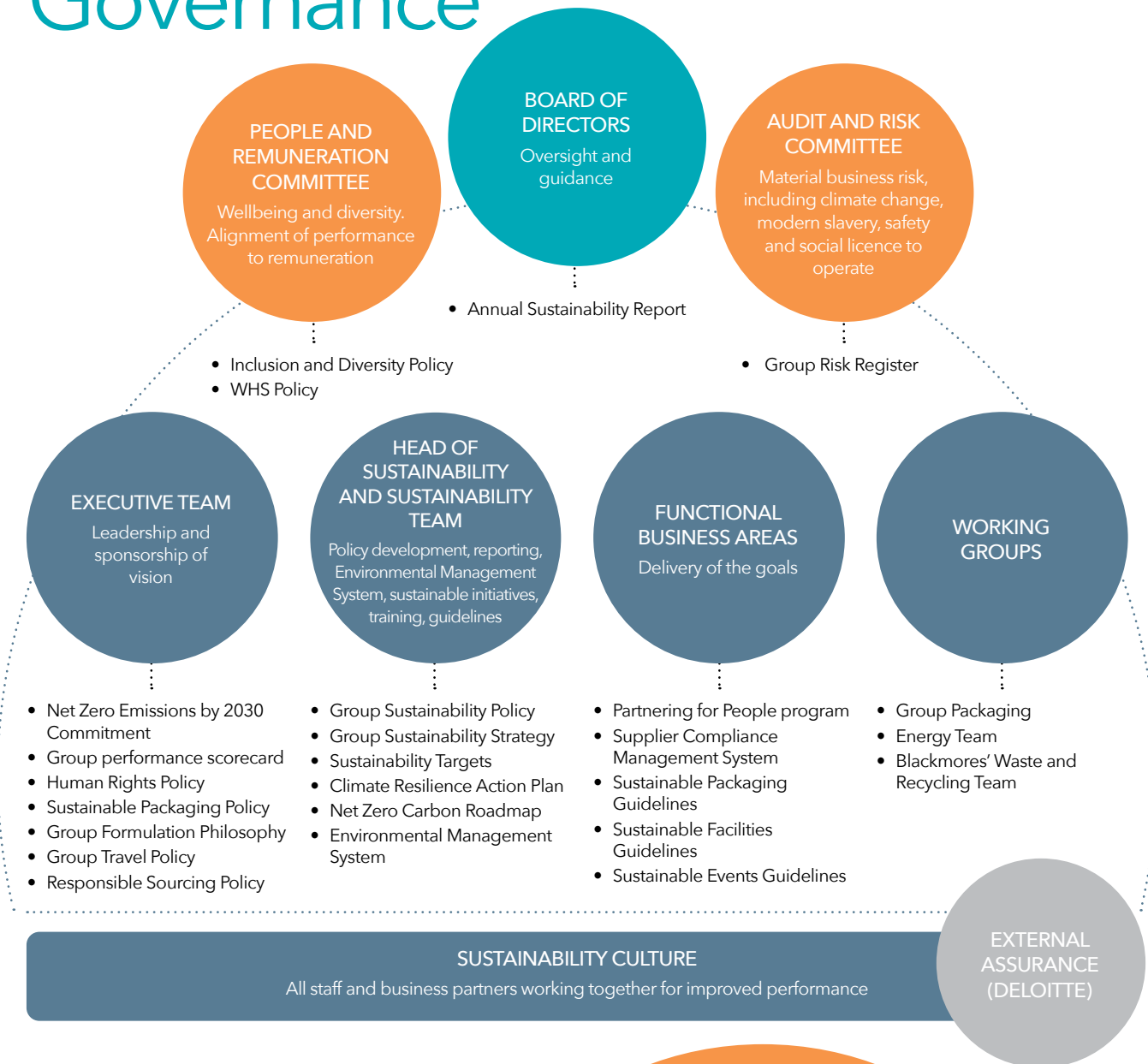
Materiality evaluation was undertaken on a continuous basis with a cross section of stakeholders throughout the reporting period.

In recognition of the new global context that exists as a result of the extensive impacts of COVID-19, including changes to consumer perceptions, supply chain, travel and health and wellbeing, Blackmores commits to undertake a full review of materiality post-2020.

- LEAD THE CHANGE
- IMPROVE WELLBEING
- TREAD LIGHTLY
- SOURCE RESPONSIBLY



# Governance



# Our Goals

## OUR KEY INITIATIVES

NET ZERO CARBON EMISSIONS BY 2030

ETHICAL AND SUSTAINABLE SUPPLY CHAIN

REDUCING THE IMPACT OF OUR PACKAGING





01

IMPACT



# Tread Lightly

## WHAT WE ARE STRIVING TO ACHIEVE

To deliver operational efficiencies while reducing our environmental intensity and carbon footprint.

## HOW WE DELIVER THIS

- Transitioning to renewable energy.
- Reducing the intensity of our greenhouse emissions.
- Delivering sustainable packaging solutions.
- Optimising material recycling and recovery.

## WHY IT MATTERS

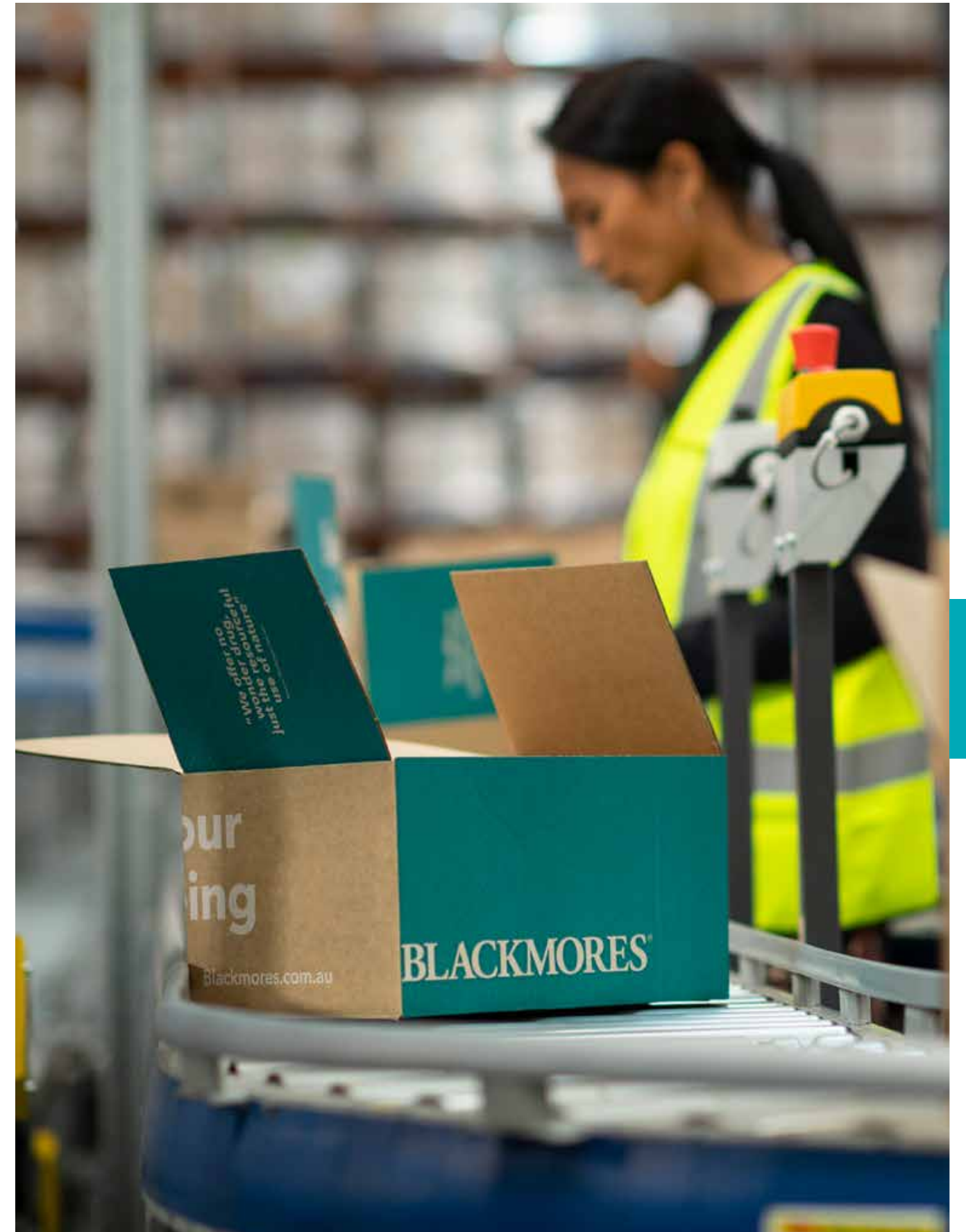
Greenhouse gases from sources including fossil fuel-based stationary energy, travel emissions and released from landfill are accelerating global warming. Human activity is contributing to temperature increases at such a rate that global temperatures will increase by a further 0.5°C by 2030 and will be 3°C higher by 2100. Any trend temperature rise affects the types of plants that grow and species that will survive and thrive, disrupting the delicate balance of nature. These changes will compromise our food security, water supply and stability of coastlines and will put human health at risk.

## OUR COMMITMENTS

### Net Zero Carbon Emissions by 2030.



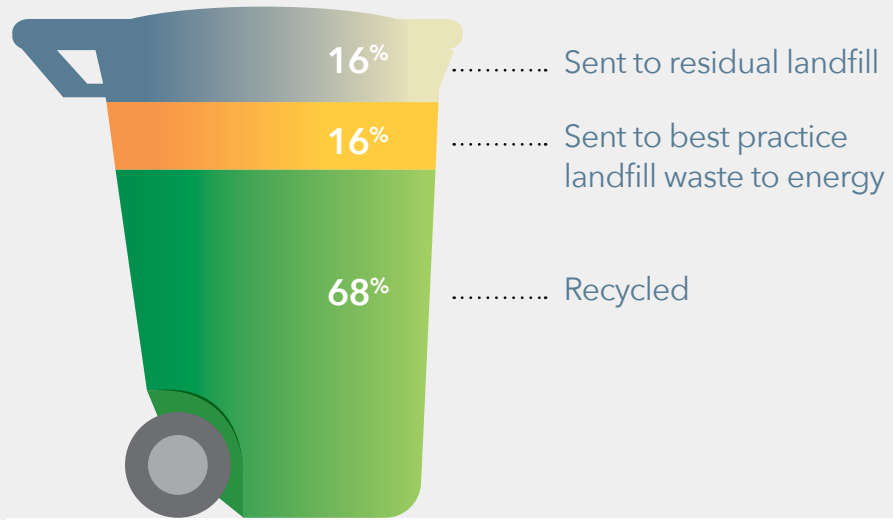
<p><b>50%</b></p>	<p><b>30%</b></p>	<p><b>100%</b></p>	<p><b>50%</b></p>	<p><b>80%</b></p>
<p>Diversify our energy portfolio towards use of renewable sources of energy and aim for a minimum of 50% renewables across the Group by 2030.</p>	<p>Optimise the use of technology and increase staff awareness to reduce our travel impact (reduce our travel emissions intensity by 30% by 2030 compared to 2018).</p>	<p>Progress towards our vision of 100% recyclable packaging in Australia and New Zealand by 2025.</p>	<p>Implement the Australasian Recycling Label on 50% of Australian products by 2025.</p>	<p>Conduct a Group audit of packaging material by 2020 and publish a target for improvement by 2021.</p>
<p>Improve Blackmores' resource recovery by diverting 80% of onsite waste from landfill by 2025.</p>				





# Tread Lightly

## RESOURCE RECOVERY EFFICIENCY



**Target 80% resource recovery, achieved 68%**

The Braeside manufacturing facility almost doubled our waste footprint, with the Group waste recovery in the reporting period 68% recycled (down 3% from prior reporting period).

## EMISSIONS INTENSITY

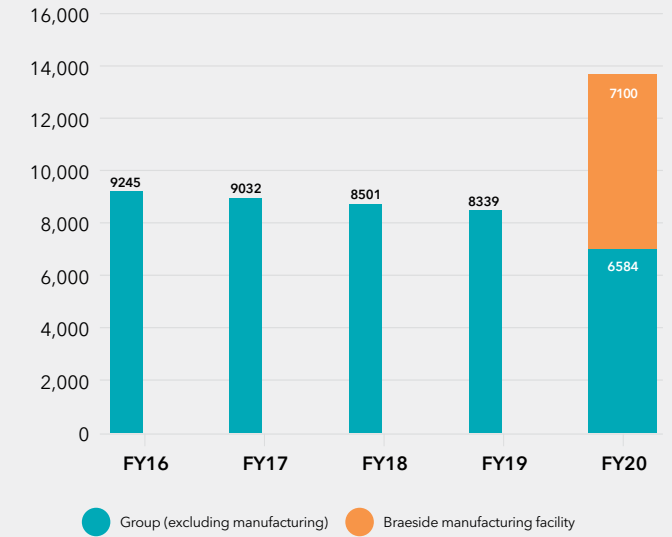
Excluding the impact of the new Braeside manufacturing facility, Blackmores Group non-manufacturing emissions were down 29%, and emissions intensity was down 22% compared to the 2016 baseline.

The reduction was driven by the transition to renewables and the reduction in travel as a result of COVID-19.

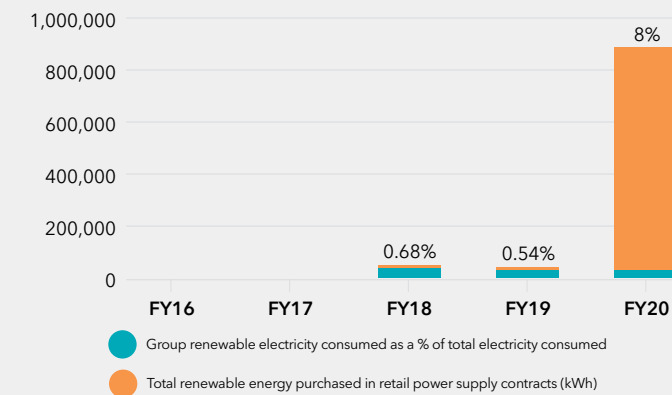
Total Group emissions (including Braeside emissions since acquisition of Braeside manufacturing facility on 25 October 2019) were up 64% on prior reporting period.

We progressed towards our Group renewable energy target of 50% by 2030 with a new retail contract commencing in November 2019 lifting renewables use to 8% during the period. The transition to renewable sources of energy has reduced emissions at Warriewood, Braeside and Surry Hills.

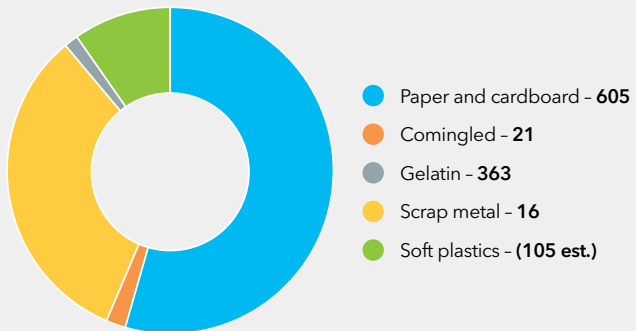
## Greenhouse Gas Emissions (TCO2-e)



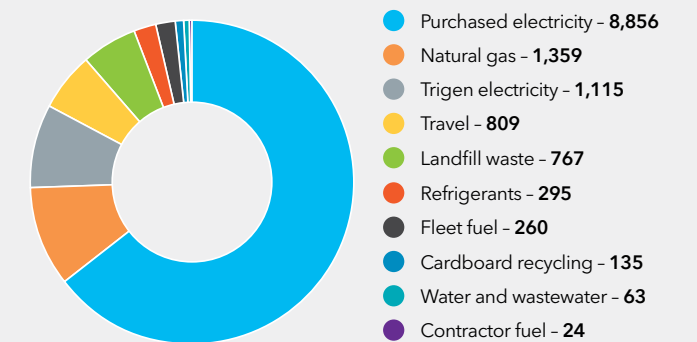
## Renewable Energy Consumption (kWh)



## Resource Recovery (tonnes)



## Major Greenhouse Gas Emissions Sources 2020 (TCO2-e)





# Tread Lightly

## BULK TABLET TRANSFER SAVES 20 TONNES OF GREENHOUSE EMISSIONS AND DRIVES EFFICIENCIES

The new Blackmores Braeside manufacturing team designed and implemented a new tablet transfer container (TTC) enabling up to 1m<sup>3</sup> of tablets and capsules to be transferred between facilities for bottling.

The new TTCs are collapsible, able to be flat packed and returned for re-use. Rigorous quality testing and controls were introduced throughout the design phase.

The previous process required bulk tablets and capsules to be transferred in smaller plastic-lined cardboard shippers and pallet wrapped.

The outcomes of the initiative include:

- Eliminates the need for more than 20 tonnes of cardboard and 52,000 single-use plastic bags annually
- Saves 20 tonnes of greenhouse gas emissions annually
- Reduces handling times for operators
- Reduces workplace health and safety risks

## GROUP PACKAGING ANALYSIS

During the year, Blackmores undertook a comprehensive evaluation of the Group's packaging formats across all Stock Keeping Units (SKUs) including the range of material combinations as well as environmental and operational issues and consumer perceptions.

The analysis underpinned the development of a Group Packaging Policy and scoped several initiatives for further development in 2021.

Although Blackmores has a commitment to use packaging that can be recycled, hence eligibility of the Australasian Recycling Label is a key factor, it is also important to better understand the embodied impacts of our packaging to inform future packaging decisions.

Operational factors were also considered including packing and transport logistics, stability (shelf life and moisture), quality, WHS and TGA compliance requirements.

The analysis was also supported by a customer perception survey in Australia, China and Thailand.

## EXPLORING LOWER IMPACT PACKAGING OPTIONS

A preliminary quality and stability trial of low emission bioplastics was undertaken by Blackmores in 2020 with favourable initial results.

Insulated BioCeuticals products have been distributed to practitioners in re-usable plastic eskies. However, their extensive use has limited their benefit as a re-usable item and they were discontinued in favour of Woolcool insulated shipper liners. The new insulation solution:

- Is recyclable, biodegradable and compostable
- Uses 100% Australian and New Zealand wool in a recyclable soft plastic liner
- Offers superior insulation and protects products in transit



TOP: Noah Nofu'Akifolau, Team Leader, Bungarribee

BELOW: Amy Ong at the Bungarribee Distribution Centre



## WORKING BETTER EVERY DAY

Blackmores moved to 100% recycled paper from a Forestry Stewardship Council certified source.

The adoption of a Follow-Me printing solution made staff more accountable for what they were printing. This initiative, combined with the impact of more staff working from home during the year, reduced paper usage by 36%.





# Tread Lightly

## COMPRESSED AIR LEAKS ADDRESSED AT BRAESIDE

A compressed air system and ultrasonic leak survey undertaken at the Braeside manufacturing facility in December 2019 revealed 42 compressed air leaks, with 70% rectified during the period. The remedial works to address the remainder are part of a broader program of resource efficiencies at the Braeside site.

## REDUCE TRAVEL EMISSIONS

A new Group travel policy and implementation of work practices and software solutions to enable agile working and remote collaboration was introduced in 2019 to support our targeted reduction in travel emissions.

All markets and regions were impacted by global travel restrictions which necessitated many employees to work from home in response to the COVID-19 pandemic.

This resulted in a 48% reduction in travel emissions, though programs are underway to ensure that future work and travel practices support our Net Zero Carbon by 2030 goal through more carbon-conscious travel and by continuing to utilise technology for collaboration to avoid unnecessary journeys.

## MEASURING PROGRESS TO NET ZERO

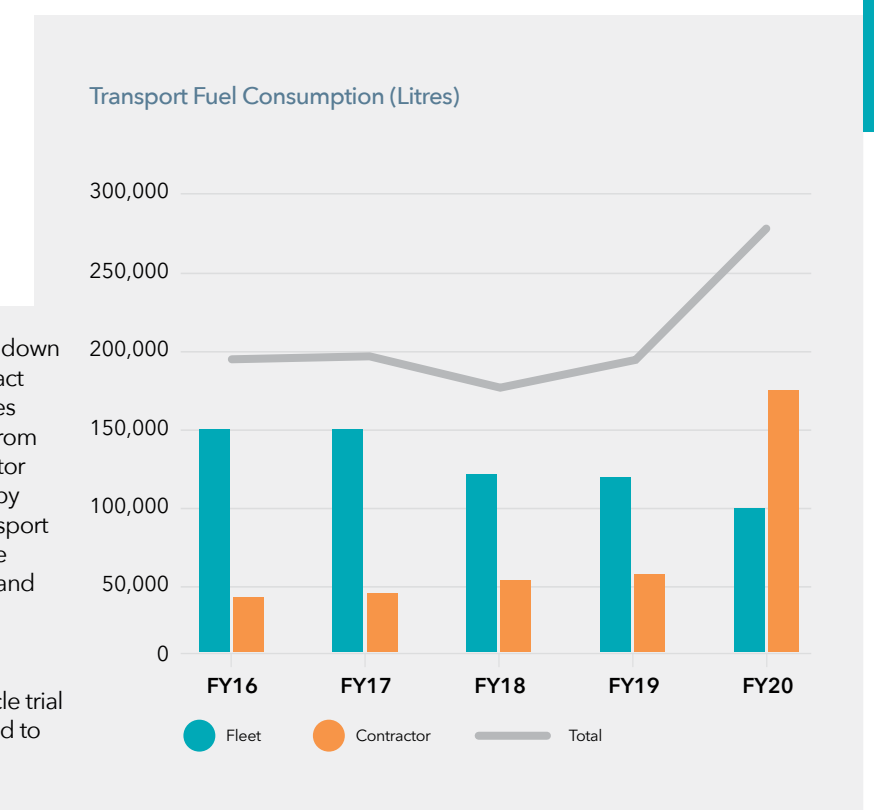
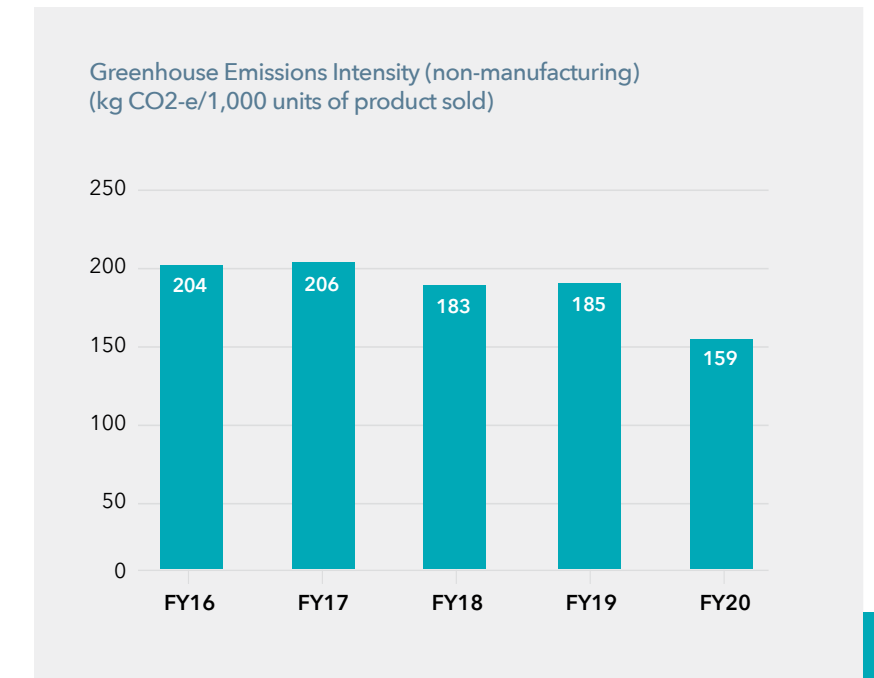
The Group has identified a pathway to achieve our goal of Net Zero Carbon emissions by 2030 with emissions reduction integrated into the Group Performance Scorecard. Group emissions are measured in relation to volumes of product sold, while manufacturing emissions are related to the number of normalised doses produced. A 'normalised' dose accounts for differing capsule and tablet sizes, converting all capsules and tablets to a standard measure when reporting manufactured volume.

### 2020 Group greenhouse gas emissions intensity

- Non-manufacturing Group Emissions kg CO<sub>2</sub>-e/1,000 units of product sold - 159, down 14% from FY2019
- Manufacturing Emissions kgs CO<sub>2</sub>-e/1,000 normalised doses - 2.24
- Total Group Emissions kgs CO<sub>2</sub>-e/1,000 units of product sold - 331



RIGHT: William Gunton, Distribution Operator, Bungarribee

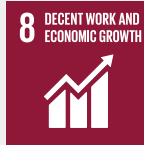


Fleet emissions were down as a result of the impact of COVID-19 and sales teams not travelling from March 2020. Contractor emissions increased by 185%, capturing transport between the Braeside facility in Melbourne and the packing facility in Sydney.

The first electric vehicle trial in our fleet is expected to commence in 2021.



IMPACT



BaLong Nguyen, Team Leader, Bungarribee



Blackmores released a new Responsible Sourcing Policy in 2020, with a commitment to source key raw materials and commodities sustainably and to an independent standard by 2025.

# Source Responsibly

## WHAT WE ARE STRIVING TO ACHIEVE

To encourage, support and facilitate an environmentally and socially responsible approach to procurement, supplier management and product accountability and transparency.

## HOW WE DELIVER THIS

- Committing to an ethical supply chain.
- Adopting sustainable sourcing standards.
- Partnering with suppliers to make a difference.

## WHY IT MATTERS

More than 40 million people around the world are trapped in conditions of forced labour, a quarter of them children.

As a company, we take pride in the way we treat our employees. We demonstrate our core value of respect in the workplaces we create. We seek to pay our people fairly and to ensure our staff are healthy and safe at work.

We have the same expectations of those in our broader supply chain and we will be more proactive in understanding the working conditions impacting people in the development and manufacture of our products.

Our marine resources are under pressure because of climate change, ocean acidification

and illegal and unregulated fishing. Sustainable marine harvesting practices are important for the protection of potent nutrients from marine sources and also for the communities that rely on fishing for their livelihoods.

Similarly, the protection of terrestrial and freshwater biodiversity is vital for ensuring long-term and sustainable use of land-based natural resources.

Blackmores Group uses more than 1,000 ingredients, so adopting a sustainable and ethical approach to sourcing is necessary to support our long-term operational viability and mitigate supply chain risk.

## OUR COMMITMENTS

<p><b>100%</b></p>	<p><b>X3</b></p>		
Engage 100% of Tier 1 direct suppliers by 2020 to agree shared sustainability commitments	Align our procurement framework to ISO 20400 by 2020	Source key raw materials and commodities sustainably to an independent standard by 2025	Raise awareness of sustainably sourced products

## PARTNERING FOR PEOPLE

### Blackmores' program to assess and address the risk of modern slavery

In December 2018, Blackmores launched Partnering for People, a commitment to understand and address the risk of modern slavery in our supply chain. The program will enable Blackmores to meet the reporting requirements for the new *Commonwealth Modern Slavery Act 2018*. The intended approach in bolstering the Group's human rights program was to foster good governance and effective collaboration. The program was developed to align to the international guidance standards ISO 20400 which is informing Blackmores' sustainable procurement framework. This includes considering the most sustainable environmental, social and economic impacts across the lifecycle of the materials and services we use, with a focus on minimising adverse impacts.

Policy	Sourcing Standards	Risk Assessment	Third Party Audit and Remediation Program	Industry Working Group
Blackmores Group published a CEO-endorsed, enterprise level Human Rights Policy	Group sourcing standards have been bolstered to support due diligence and ensure high compliance across: <ul style="list-style-type: none"> <li>• Commercial and Financial</li> <li>• Quality</li> <li>• Governance</li> <li>• Human Rights</li> <li>• Environmental</li> </ul>	A risk assessment process has been systemised into supplier assessment covering: <ul style="list-style-type: none"> <li>• Risk to people</li> <li>• Risk to Blackmores</li> <li>• Capacity to influence</li> </ul>	Blackmores uses the Sedex Members Ethical Trading Audit methodology. <p>Accredited auditors complete a comprehensive assessment of supplier practices covering labour, health and safety, environment and business ethics.</p> <p>Blackmores has developed a structured approach for progressing remedial actions with suppliers to ensure decision-making is not discretionary and to ensure better outcomes for people.</p>	Blackmores partnered with industry peers through the Complementary Medicines Australia (CMA) Modern Slavery Working Group to develop an industry-wide approach to assessing human rights risk in our supply chain.



# Source Responsibly

## OUR CORE PRINCIPLES FOR PROTECTING PEOPLE IN OUR SUPPLY CHAIN

### Freedom

Work is voluntary. Everyone has the right to freedom of association with others and to collective bargaining.

### Fair pay

Workers are paid, at minimum, a living wage. Their pay is enough to meet basic needs and provide some discretionary income.

### Good working conditions

Working hours are not excessive, employees are of an appropriate age, and adequately trained to perform their tasks. The workplace is hygienic, with potable water freely available, sufficient clean toilets, adequate ventilation and lighting, emergency exits, evacuation diagrams posted and evacuation drills are regularly organised.

### Health and safety

A clear health and safety policy. Training and access to safety equipment. Safety incidents and accidents are recorded and investigated. Medical services are available and first aid kits are accessible.

### The right to be heard

All workers have access to a grievance procedure. Workplaces promote an independent whistle-blower hotline and ensure workers have access to the service.



Carlo Falcone, Quality Technician, Consumer Support

## BLACKMORES' SPEAK UP PORTAL

Blackmores introduced Speak Up, a whistleblower portal powered by Whispli, to enable discreet and anonymous reporting of inappropriate or illegal conduct in our workplaces or supply chain. The portal enables anonymous reports to be received and two way communication to occur without compromising a complainant's anonymity.

Group-wide employee education was completed, covering the Speak Up portal, Employee Code of Conduct and new or amended policies. Excluding staff on maternity or extended leave, completion rates were as follows:

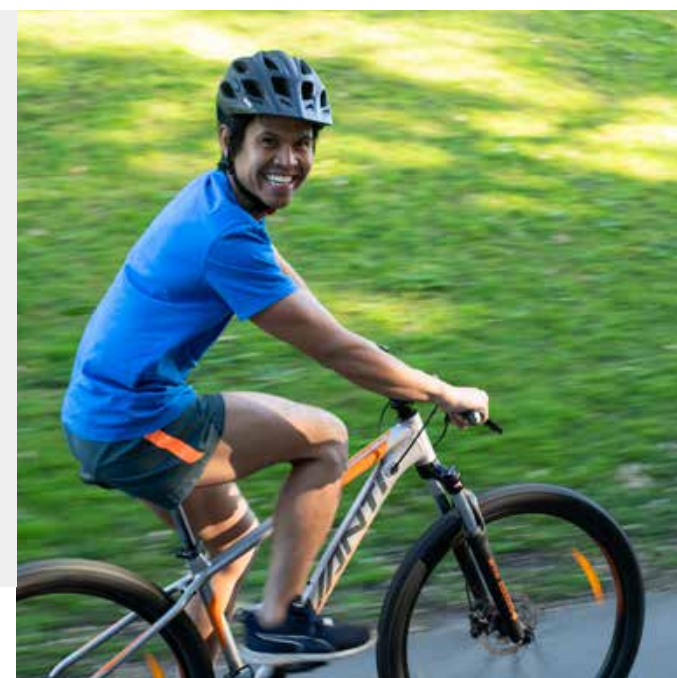
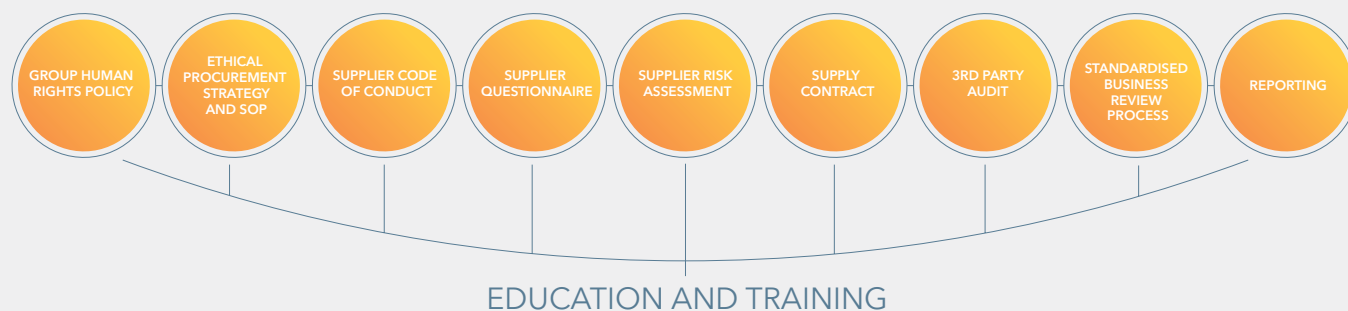
Business Unit / Region	Completion Rate
ANZ (excluding Braeside)	97%
Braeside	94%
International markets	100%

Since its launch, seven reports have been received via the Speak Up portal including from our international markets and our manufacturing operations in Braeside. Matters requiring investigation were investigated and follow up actions determined. The number of reports received is periodically reported to the Executive Team and the Audit and Risk Committee of the Board. Reports relating to material matters are reported in more detail.

## OUTCOMES

- The acquisition of the Braeside manufacturing facility effectively tripled the Group's Tier 1 direct suppliers to 210.
- 14 GMP quality and sustainability audits. Two human rights audits were also undertaken using the SMETA methodology, including an audit of a Tier 2 supplier
- 39 suppliers from 27 companies attended Blackmores' webinars to collaborate on assessing and addressing modern slavery risk in our supply chain.
- 52 risk assessments of Tier 1 suppliers.
- Continued supplier collaboration to progress Marine Stewardship Council (MSC) certification of fish oil.
- Blackmores' Cod Liver Oil is MSC certified, sourced from Icelandic waters.

## THESE PRINCIPLES ARE EMBEDDED THROUGH PROCUREMENT'S WAYS OF WORKING



ABOVE: Karen Sammut, Bungarribee Distribution Centre

LEFT: Ian Gonzaga, Technical Support, BioCeuticals



IMPACT



Matthew Brown, Francine Boyes and William Wang



OUR COMMITMENTS

2021

Develop a best practice Environmental Management System and a strong compliance program by 2021.



Implement the Australasian Recycling Label on 50% of Australian products by 2025.

George Casha, Distribution Centre Manager

100K

We will inspire wellbeing through research and delivery of accredited health education to 100,000 healthcare advisors each year.

≥50%

Ensure a minimum of 50% of senior executive, 50% of management and 50% of Board roles are held by women by 2025.

100%

Advocate for change to optimise recycling and reduce the impact of our packaging. Progress toward our vision that 100% of our packaging is able to be recovered for recycling in Australia by 2025.



Evaluate gender equity in relation to remuneration. We are committed to annual public reporting of our sustainability performance.

# Lead the Change

## WHAT WE ARE STRIVING TO ACHIEVE

- To be a leader in natural health and sustainability through innovation, research, education and a robust corporate governance framework<sup>1</sup>.
- To make a meaningful contribution by providing high quality and trusted health education, championing equality and improving recovery of our packaging.

## WHY IT MATTERS

Blackmores Group had 30 million active relationships in the reporting period, with a strong presence as a leader in natural health across the Asia Pacific region.

Blackmores has deep expertise in natural health research and education, which is important to ensure the quality use of natural medicines and improved community health outcomes.

With an unrivalled heritage as the pioneer of the Australian natural health industry, Blackmores seeks to inspire and lead positive change and to progress the targets of the UN SDGs.

Equal representation of women and pay parity in the workforce at all levels can have a profoundly positive impact on social and environmental wellbeing. Workplace cultures that are rich in diversity and genuinely inclusive positively impact performance, engagement, innovation and wellbeing.

The need to reduce waste creation and minimise waste going to landfill is greater than ever before. This can be supported by providing better information for consumers to make the right choices and increase materials recovery through kerbside recycling.

Our ability to lead the change requires a robust governance framework



1. Governance framework detailed on page 19 of this report.

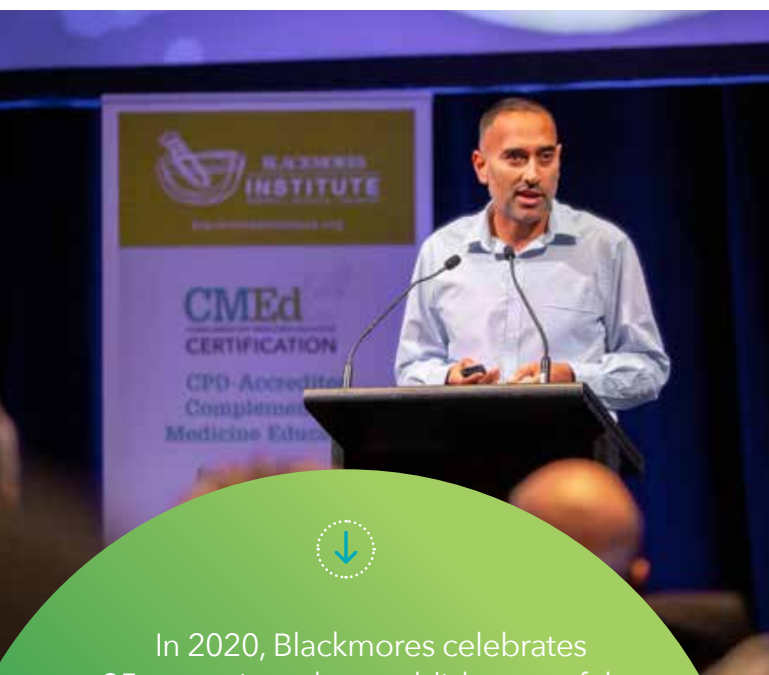


# Lead the Change

## OUR PROGRESS

- Following the successful implementation of an Environmental Management System aligned to the ISO 14001:2015 standard last year, the focus in 2019/2020 has been on continuing to embed and improve training and compliance and to begin integration of the Braeside manufacturing facility.
- Blackmores was recognised with the inaugural Complementary Medicines Australia's Sustainability Award in 2019, recognising industry leadership to progress sustainable business.
- Through four years of continual improvement in public sustainability reporting, Blackmores' 2019 Sustainability Report was recognised in the 2020 Australasian Reporting Awards.

Bobby Mehta, Pharmacist Educator and Trainer, Blackmores Institute



In 2020, Blackmores celebrates 35 years since the establishment of the Naturopathic Advisory Service. Over that time, it has provided free access to qualified healthcare professionals with advice on nutrition, medicines interactions and breastfeeding.

## LEADING WITH HEALTHCARE EDUCATION

- 1.95 million education touchpoints across the Group to grow credible knowledge and support the quality use of natural medicines.
- 13,824 healthcare advisors received accredited education, including participation in online modules and attendance at training events, an increase of over 200% on 2019, driven by greater use of digital technology during COVID-19 restrictions.
- Education events and symposia were impacted by COVID-19. The education teams at Blackmores Institute and BioCeuticals adapted quickly, moving to online formats and developing a series of podcasts with content relevant to the changing needs of the community, with a strong focus on immune support and mental health.
  - > The Institute published a white paper investigating the evidence-based use of nutritional supplements and herbal medicines to support immune function, as well as a green paper in partnership with Beijing's Tsinghua University on the mental wellbeing of Chinese career women.
  - > The Institute also launched a new podcast series, 'Natural Health Simplified', offering practical science-based strategies for immunity and healthy living, which was strongly subscribed to by healthcare professionals and consumers.
- 46 research projects and clinical trials progressed, with several others delayed because of the challenges associated with COVID-19.
- Eight scholars were supported through Blackmores' collaboration with NICM Health Research Institute and a further two scholars in Thailand. These 10 initiatives are exploring natural health intervention for a range of conditions including inflammation, osteoarthritis, depression and insomnia.
- \$1.67million contributed to research institutions.
- 1.2 million downloads of FX Medicine podcasts, sharing emerging knowledge on evidence-based nutritional medicine.
- 60,714 consumer and healthcare practitioner health enquiries responded to through the Blackmores Naturopathic Advisory and technical services teams.

## IMPROVING RECYCLING RATES

### Adoption of the Australasian Recycling Label

During the year, Blackmores commenced a widespread update of many of its product labels to ensure compliance with TGA and other regulatory requirements in ANZ and its Asian markets. The upgrade included the opportunity to further roll out the Australasian Recycling Label (ARL) across a broad range of product categories including: Cold and Flu; Probiotics; Fish and Omega; Muscle, Bone and Energy; Pregnancy; Stress and Sleep; Daily Health; Heart and Eye; and Superkids.

The new label design has recognised the importance of engaging our consumers on the recyclability of our packaging through the use of the ARL. A majority of the Group's packaging formats are based on glass, HDPE or PP containers and HDPE caps. 177 PREP Tool recyclability assessments were undertaken to identify appropriate ARLs for inclusion on stock keeping units (SKUs) with available label space.

All primary packaging containers are eligible for the 'Recyclable' ARL with the exception of blister packs and multi-layer stick packs, which account for only 12 of the 177 SKUs. Of the 93% of containers eligible for the Recyclable ARL, 157 or 95% of their closures are also eligible.

The rollout will continue into 2020, with several million products with the ARL going onto shelves across Australia and New Zealand.



6  
52% of senior executive roles in the Group are now held by women (up from 44% in the prior reporting period).



Bonnie Macqueen, Assistant Product Manager, PAW

## INCLUSION, EQUITY AND DIVERSITY

- Progress was made in the reporting period to increase female representation on the Executive Team, with 55% of roles now held by women (up from 40% in the prior reporting period).
- 52% of senior executive roles in the Group are now held by women (up from 44% in the prior reporting period).
- Women in other management roles remained at 64%.
- Female representation on the Board decreased to 20%, but the Board is committed to ensuring 50% of Board roles are held by women by 2025.
- Across the Group, 63% of employees were women.
- Underpinning progress to ensure equity, Group governance to support gender equity was bolstered with the implementation of gender equity policies, the introduction of a FlexFit philosophy on flexible working, and new gender-equal policies for parental leave and domestic violence.
- Gender pay equity analysis was undertaken in Australia during the reporting period, comparing female and male salaries on a like-for-like job basis. This process has not identified any significant gender pay issues. Gender pay equity analysis will be repeated twice yearly.



# Lead the Change

## Take Climate Action

Blackmores Group takes a strong position to address the impacts of global warming on our business.

The Executive Team and Board are actively involved in the progress of a program of work to mitigate the impact of climate change, spearheaded by our commitment to Net Zero Carbon Emissions by 2030.

The Blackmores Group Climate Change Resilience Action Plan details activity to adapt to the impacts of global warming, acknowledging the physical, transitional and liability risks.

### NET ZERO

Continuing the reduction in our emissions intensity in recent years, the Group is charting a diverse program of work to reduce scope 1, 2 and 3 emissions. A four-stage 2030 roadmap has been developed that supports investment in continuing operational efficiency, explores onsite solar generation and battery storage, encourages smart purchasing of low-emission fleet cars, increased renewable energy and purchase of carbon offsets to mitigate remaining emissions.



### CLIMATE RESILIENCE

#### Governance

The Audit and Risk Committees have responsibility for considering the impacts of climate change as a material risk.

Climate change is addressed in the enterprise risk framework and detailed in the Operating and Financial Review of the Group Annual Report.

The Group business strategy addresses our key mitigation initiative (Net Zero Carbon by 2030) and key adaptation progress (supply chain resilience).

The Executive Team undertakes regular climate scenario assessments to review the Climate Change Resilience Action Plan and ongoing adaptive measures.

CEO and key senior executive remuneration is aligned to achievement of sustainability targets, including the Net Zero goal.

The Sustainability Team, Group Operations, and Innovation, informed by insights from Blackmores Institute, have day to day accountability for progressing the Climate Change Resilience Action Plan.

#### Risk assessment

Climate-related risks and opportunities are considered as part of the broader enterprise risk framework and are informed by senior executive scenario workshops. Risks considered include:

- **Physical risks:** impact on assets, facilities, changes to the natural environment. Impacts on the cost, potency, quality and availability of raw materials.
- **Transition risks:** changes to markets, demand and regulations. Insurance costs, meeting the expectations of the community and our investors. Supply chain disruptions and implications on logistics. Changing health needs of our consumers.
- **Liability risks:** the risk of not acting to address climate change impacts.
- **Control measures with a one-to-five-year horizon, were identified across:** Strategic Sourcing; Facilities and Manufacturing; Logistics and Distribution; Brand, Consumers and People; and Finance and Governance.

Susan Mahoney,  
Digital Manager



### An Industry First

Blackmores is an active member of the NSW Government's Sustainability Advantage program which aims to support organisations comprehensively integrate sustainability into their business strategy and operations. Blackmores is the first company in the Australian complementary medicines industry to achieve the highest recognition level - Gold Partner, in part though its comprehensive approach to building resilience to climate change impacts.



# Lead the Change

## Strategy

### NET ZERO CARBON EMISSIONS

Blackmores has committed to Net Zero Carbon Emissions by 2030. This will be achieved through:

- 1 — A continuous improvement program of energy efficiency, equipment upgrades and emissions reduction initiatives.
- 2 — Increasing use of renewable sources of energy
- 3 — Progressing with lower-carbon procurement alternatives
- 4 — Changing work practices
- 5 — Investing in offsetting residual emissions



Climate action underpins the protection of one of the Earth's most powerful resources - natural medicine.

Dr Lesley Braun  
Director, Blackmores Institute



### CLIMATE CHANGE RESILIENCE ACTION PLAN

Blackmores developed a Climate Change Resilience Action Plan in response to a Group-wide assessment of the short- and longer-term risks and opportunities posed by the changing climate, both in Australia and in our global markets.

- The next decade is decisive. Acting now to prepare Blackmores for climate change will pay off through risk reduction in our supply chain, continuing efficiency improvements and innovative products for changing nutritional needs.
- Through efficient and responsible management of energy, diversifying further into lower-carbon energy sources and collaborating with suppliers to mitigate risks, we aim to show leadership in our industry in a proactive and measurable response to global warming.
- Aspects of our Climate Resilience Action Plan supported:
  1. The procurement during the year of Group-wide electricity contracts with a commitment to 20% to 50% renewable energy sources across the Group's NSW and Victorian facilities. Surry Hills, Sydney and Braeside, Victoria commenced 20% GreenPower in November 2019 and January 2020 respectively and Warriewood commenced 50% in 1st July 2020. Bungaribee, Sydney will also procure 20% GreenPower later in 2020. Use of renewable sources of energy increased from 0.5% to 8% over the reporting year. All contracts allow increasing use of GreenPower.
  2. Preliminary evaluation of potential opportunities to support the changing nutritional needs of consumers where climate change trends may impact food production, nutritional value, quality and availability.
  3. Measures to build awareness and capability within our supply chain to avoid or mitigate physical impacts, with planning for supplier Climate Change Resilience webinars to be rolled out in 2020.
  4. Enhancing logistics and international freight contingency planning as well as contingency asset management planning to mitigate physical impacts including back-up power supply and flood risk management.
  5. Enhanced governance planning around the financial impacts of potential future climate change scenarios, with steps taken to develop a climate change financial sensitivity model later in 2020.
  6. Further consumer insight to inform the transition to lower emission product packaging.
  7. Development of our Net Zero Carbon Roadmap to 2030 inclusive of operational energy efficiency opportunities, further increasing renewable energy use, transitioning our fleet to hybrids and then to electric vehicles, further systemising flexible work practices and exploring alternatives to fossil fuel plastic packaging.
  8. Maintaining a watching brief on the carbon offset market to ensure future purchases reflect Blackmores' values and respect for natural systems.

### INGREDIENT SENSITIVITY MODELLING

In June 2020, Blackmores initiated work to progress the development of a Financial Impact Sensitivity Model to test the impacts of various climate change scenarios on the business. The work will support further public financial disclosure of climate-related impacts and help direct medium- and longer-term investment in mitigation and adaptation measures.

The publication of Sustainable Nutrition in 2019, a Blackmores Institute scientific literature review on the impacts of climate change on natural and nutritional medicine, highlighted the need to consider the impacts on naturally sourced ingredients including:

- Up to 16% plant species loss
- Loss of insects impacting nutrient cycling in soil and pollination
- Changes occurring in plant phenology
- Impacts on secondary metabolite potency and activity
- Increased risk of extreme weather events, invasive plant species, pests, diseases and flooding
- Toxic effects of UVB radiation and rising CO<sup>2</sup> levels
- Impacts on marine food chain
- Potential impacts of increasing soil nutrients
  - > Greenhouse gas emissions from fertilisers
  - > Higher CO<sup>2</sup> and temperature increasing plant yield but decreasing nutrient content

### METRICS AND TARGETS

Blackmores acknowledges the recommendations of the Task Force on Climate-related Financial Disclosures and commits to continued disclosure of emissions, our journey to Net Zero Carbon Emissions and transparent reporting on the materiality of the impact of climate change.

The Net Zero Carbon emissions target and other key sustainability metrics are aligned to senior executive remuneration.





# Improve Wellbeing

## WHAT WE ARE STRIVING TO ACHIEVE

To foster a responsible workforce; a safe and secure workplace; to maintain our licence to operate in our communities and markets; and to make a positive contribution to health and wellbeing.

## OUR COMMITMENTS



Ensure a Group-wide approach to workplace health and safety with education, reporting and continuous improvement programs in every market.



Make a positive contribution to the communities in which we operate.



Increase staff involvement in community initiatives through donations and staff volunteering.

## PROGRESS

### A greener Blackmores Sydney Running Festival

The 2019 Blackmores Sydney Running Festival attracted a record number of participants, with more than 40,000 entrants.

The introduction of the Blackmores Sustainable Events principles resulted in 7,000 fewer single use plastic bottles, the introduction of water refilling stations and 300,000 biodegradable cups decomposed at a specialised waste plant to lessen the environmental impact of the event. New waste management and recycling protocols minimised waste going to landfill or polluting our harbour foreshore.

### A community event

The event raised more than \$2 million for charities and has raised more than \$20 million since it started.

People of all abilities are empowered to participate, including over 1,300 volunteers.

1,000 kg of discarded clothing was donated to charity and all excess food was given to OzHarvest.



## SAFETY

As a health and wellness company, the workplace safety of our people is a priority to Blackmores Group.

In October 2019 we acquired Braeside - an Australian manufacturing facility with over 300 employees which significantly changed our safety profile. As a result, in FY20 we saw a 0.78% increase in Workforce Recordable Injury Rate to 3.02% Group-wide. However, excluding the integration of Braeside, total reported workplace incidents fell by 32% compared to the previous year.

Of the 24 recordable injuries, 22 resulted in short-term impairment.

One significant factor contributing to the result was the changed circumstances caused by the pandemic. In late January, the business commenced COVID-19 contingency planning and by March responded to health and safety concerns by giving office-based people the choice to work from home.

Considerable time and resources were devoted to developing working from home protocols and e-learning modules, to ensure both the physical and mental wellbeing of our people during this extraordinary period. Acting on the advice of government and health authorities, our Return to the Office plans (June 2020) were implemented in a phased manner to ensure a safe work environment for all.



## SUPPORTING WELLBEING DURING A GLOBAL PANDEMIC

During the COVID-19 crisis, we supported frontline workers in Australia and China with tailored care packages containing Blackmores' Bio C for immunity and Blackmores' Natural Vitamin E Cream to repair skin damage caused by continuous handwashing. In Singapore and Thailand, we extended this support to vulnerable migrant and urban communities to help improve their wellbeing.

### BLACKMORES' MATCHED DONATIONS

Our staff donated \$197,644 to charities of their choice through the Blackmores Matched Donations program. This was down 14% from 2019, in part due to the impact of COVID-19 on personal household incomes which included a 20% reduction in hours and pay until the business became eligible for the Australian Government's JobKeeper scheme.

Blackmores' teams in Singapore and Thailand extended support to vulnerable migrant communities through the pandemic.



## BLACKMORES IN THE COMMUNITY

Staff contributions  
**\$197,644**  
(\$229,229 last year)

▼ 14%

Product donations  
**\$845,561**  
(\$446,580 last year)

▲ 89%

Product donations are valued at the cost of the products.

Financial donations  
**\$905,592**  
(\$644,385 last year)

▲ 41%

Volunteer/  
wellness hours  
**5,063**  
(2,383 last year)

▲ 112%



# Improve Wellbeing

## COMMUNITY RESPONSE TO THE AUSTRALIAN BUSHFIRES

The Group donated more than \$85,000 to the Australian Red Cross Bushfire Appeal and smaller charities including WIRES and Buy A Bale. This money was raised through matched employee donations, online sales proceeds and staff bake sales. We also donated product to affected communities by partnering with the food relief organisation, Foodbank.

Blackmore Foundation, a personal philanthropic trust run by Executive Director, Marcus Blackmore and his wife Caroline Blackmore, contributed \$500,000 to Quest for Life Foundation's community bushfire trauma and recovery program, as well as \$100,000 to the Rural Fire Service which was matched by Sister Esther 'Mercie' Whellan, a former Blackmores' General Manager and Chairperson.

## IMPROVING MATERNAL AND CHILD HEALTH IN INDONESIA

In Indonesia, we continued our two-year partnership with Bumi Sehat Foundation, also called Healthy Mother Earth, to support maternal and child health for underprivileged rural communities in Aceh, Bali and Papua by delivering culturally appropriate health education and essential pregnancy nutrients.

## SUPPORTING SCHOOLKIDS IN THAILAND

In Thailand, our annual Keep Running Keep Wellbeing in-store campaign saw 7,543 pairs of shoes donated to rural school children in need. Our ongoing B for Earth initiative saw consumers return 20,455 empty Blackmores' bottles to be recycled, with the proceeds used to fund nine education scholarships.

## CREATING GREENER SPACES IN URBAN AUSTRALIA

Blackmores' new Braeside manufacturing facility team joined Living Links, a collaborative urban nature program creating green spaces across Melbourne's south-east to improve habitat for wildlife and help people connect with nature. Leading a revegetation project, our team planted more than 500 plants in partnership with Kingston Council Parks.

Marcus Blackmore and Sister Esther 'Mercie' Whellan with Dr Ken Hughes, Northern Beaches Rural Fire Service Treasurer.

## BLACKMORES MERCIE WHELLAN WOMEN+WELLBEING AWARDS

Founded in 2018, these awards shine an inspirational light on women who make an outstanding contribution to the health and wellbeing of others. Each year these awards are held to coincide with International Women's Day, an important opportunity to focus our commitment to gender parity, diversity and inclusion.

## VALUED VOLUNTEERS

Our people know the importance of giving back, often contributing their own time to do so. At Warriewood Campus, staff volunteers packed 400 charity hampers in partnership with Rotary for the 39th year running. An experienced team of our naturopaths and nutritionists helped facilitate an Aboriginal Women's Retreat sponsored by BioCeuticals. We also provided leadership mentoring via The Growth Project, a social initiative bringing together individuals, companies and philanthropists with charity leaders to help maximise their positive impact on the world.



## NURTURING A STRONG SUSTAINABILITY CULTURE

Central to the Group's sustainability progress is the need for a strong foundation of people across all areas of the business to understand our global challenges and consider ways we can make a positive impact.

Staff events and education events are an opportunity to understand our vision in relation to how they see the world and to know the role they play in carrying it forward.



### 1 Inspiring the next generation to take climate action School Strike for Climate 2019

Blackmores invited the children of employees to attend education sessions at the Blackmores Campus about climate change and how they can make a difference. The kids made posters and wrote letters to policy-makers about the need for climate action.

### 2 Connecting with nature World Rainforest Day June 2020

Blackmores hosted our first forest bathing event in June 2020. Evolving from the Japanese practice of shinrin-yoku, forest bathing is an active, mindful walk to connect with the natural environment.

Studies show forest bathing is effective in reducing blood pressure, lowering cortisol levels and improving concentration and memory. Chemicals released by trees and plants, called phytoncides, have been found to boost the immune system.

Participants were asked to focus on Goal 15 of the UN Global Goals - Life Above Land, which is to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, and halt biodiversity loss. We are working to source materials using sustainable agricultural practices and partnering with suppliers committed to protecting biodiversity and using natural resources with respect.

The inspiration for this initiative is the UN Good Life Goals which are centred on personal connection to the UN Sustainable Development Goals.

### 3 Staff clothing swap Clear minds, clean closets and a healthy planet

Blackmores' staff enjoyed the known health benefits of a good closet clear out, dropping off their unwanted clothes at a clothing swap. More than 300 kg of 'gently worn' clothes were re-homed to other employees. Unwanted clothing is a waste challenge in Australia where 85% of the clothes we buy end up in landfill. Textiles can take up to 1,000 years to biodegrade. Globally, we consume 80 billion new pieces of clothing every year but we only wear 70% of what's in our wardrobe. Un-swapped corporate wear was donated to Dress for Success to give women the chance to achieve economic independence and thrive at work in clothes they may not otherwise be able to afford.

### 4 Recycling masterclasses National Recycling Week November 2019

Blackmores hosted a series of masterclasses in National Recycling Week. This was a chance to share the Group's waste management strategy, to inspire the team about what innovators around the world were doing to eliminate problematic materials with a design-based approach and to give them some life hacks to better reduce their used waste materials, to recycle, reuse, compost and worm farm. Importantly, the sessions detailed the recycling system value chain exploring how others, both upstream and downstream, derived value and the current challenges.

Addressing the challenges and considering recycling and circular economies as an integrated system will be central to our approach in reducing the impact of our packaging.



# Performance Data

AS OF 20 SEPTEMBER 2020



## OPERATIONS

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Units of product sold	G	45,384,288	43,644,705	46,409,974	45,194,428	41,287,077	✓
Normalised doses (manufacturing) <sup>1</sup>	A	-	-	-	-	3,163,795,781	✓

Footnote 1 - Reported for the first time due to Blackmores taking operational control of Braeside manufacturing facility in October 2019. To compensate for differing capsule and tablet sizes Blackmores uses a 'normalised' size to convert all capsules and tablets to a standard measure when reporting manufactured volume

## GREENHOUSE EMISSIONS

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Total reported GHG emissions (tCO <sub>2</sub> -e)	A	9,245	9,032	8,501	8,339	13,684	✓
Total GHG emissions from Braeside manufacturing facility (tCO <sub>2</sub> -e)	VIC	-	-	-	-	7,100	✓
Gross direct GHG emissions (Scope 1) tCO <sub>2</sub> -e <sup>2</sup>	A	639	670	587	576	1,805	✓
Indirect GHG emissions (Scope 2) tCO <sub>2</sub> -e	A	5,382	4,896	4,754	4,859	8,929	✓
Other indirect GHG emissions (Scope 3) tCO <sub>2</sub> -e <sup>3</sup>	A	3,224	3,466	3,1603	2,902	2,950	✓
Direct GHG emissions (Scope 1) kgCO <sub>2</sub> -e/1,000 units of product sold	A	14	15	13	13	44 <sup>4</sup>	✓
Direct GHG emissions (Scope 2) kgCO <sub>2</sub> -e/1,000 units of product sold	A	119	112	102	108	216 <sup>4</sup>	✓
Direct GHG emissions (Scope 3) kgCO <sub>2</sub> -e/1,000 units of product sold	A	71	79	682	64	71 <sup>4</sup>	✓
Total GHG emissions intensity manufacturing (kgCO <sub>2</sub> -e/1,000 normalised doses made) <sup>5</sup>	A	-	-	-	-	2.24 <sup>4</sup>	✓
Total GHG emissions from non-manufacturing activity (kgCO <sub>2</sub> -e/1,000 units of product sold)	A	204	206	183	185	159 <sup>6</sup>	✓
Total reported GHG emission intensity (kgCO <sub>2</sub> -e/1,000 units of product sold) <sup>7</sup>	A	204	206	183	185	331 <sup>7</sup>	✓

Footnote 2 - Scope 1 emissions include refrigerant losses estimated from previous years at Warriewood and measured at Braeside

Footnote 3 - Blackmores' business air travel in Asia is not included due to lack of information

Footnote 4 - Includes Braeside manufacturing facility from 25 October 2019 to 30 June 2020

Footnote 5 - To compensate for differing capsule and tablet sizes Blackmores uses a 'normalised' size to convert all capsules and tablets to a standard measure when reporting manufactured volume

Footnote 6 - Excludes Braeside manufacturing facility in FY20 to support comparison with previously reported Group trend performance

Footnote 7 - Manufacturing and non-manufacturing

# Performance Data

AS OF 20 SEPTEMBER 2019



## ENERGY - ELECTRICITY AND GAS

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Total consumption (kWh)	A	7,264,393	7,988,583	7,634,552	7,977,662	11,267,906	✓
Blackmores' owned and operated facilities (Warriewood campus) - kWh	NSW	3,421,111	2,127,864	2,056,270	2,109,572	1,774,441	✓
Hot water boiler (kWh) <sup>8</sup>	NSW	649,722	631,919	323,2934	690,252	555,068	✓
Trigeneration (kWh) <sup>9</sup>	NSW	1,216,654	2,555,209	2,608,685	2,460,257	2,437,220	✓
Blackmores' leased facilities - kWh <sup>10</sup>	A	1,976,906	2,673,591	2,646,304	2,717,581	2,164,548	✓
Manufacturing electricity consumption (kWh) <sup>11</sup>	VIC	-	-	-	-	5,643,404	✓
Manufacturing gas consumption (GJ) <sup>11</sup>	VIC	-	-	-	-	24,508	✓
Manufacturing electricity intensity (kWh/1,000 normalised doses) <sup>11</sup>	A	-	-	-	-	1.78	✓
Total electricity intensity (kWh/1,000 units of product sold)	A	160	183	165	176	273 <sup>12</sup>	✓

Footnote 8 - Hot water boiler and hot/chilled water relate to the Warriewood trigeneration plant

Footnote 9 - Trigeneration is the total of hot water, chilled water and cogeneration energy. Performance measure previously named hot and chilled water

Footnote 10 - Where data was not complete for smaller sites assumptions were made based on square meterage for each site and Warriewood's kWh intensity

Footnote 11 - Reported for the first time due to Blackmores taking operational control of Braeside manufacturing facility in October 2019

Footnote 12 - Includes Braeside manufacturing facility

## ENERGY - FUELS

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Fuel consumption from non-renewables by type (L) (Fleet)	A	152,630	148,798	124,473	124,344	100,521	✓
Post-2004 diesel	A	147,150	146,214	98,300	70,840	37,513	✓
Post-2004 gasoline	A	5,480	2,584	25,874	52,890	60,669	✓
Post-2004 ethanol (E10)	A	NA	NA	299	614	2,339	✓
Fuel consumption from non-renewables by type (L) (Third party contractor)	A	37,465	43,881	51,805	60,054	173,708 <sup>13</sup>	✓
Post 2004 diesel	A	37,465	43,881	51,805	60,054	173,708 <sup>13</sup>	✓
Total fuel consumption (L)		190,095	192,679	176,278	184,398	274,229 <sup>13</sup>	✓
Total fuel consumption (L/1,000 units of product sold)	A	4.19	4.41	3.79	4.08	6.64 <sup>13</sup>	✓

Footnote 13 - Includes contractor bulk dose delivery from Braeside manufacturing facility, Melbourne to Warriewood packing facility from 25 Oct 2019 to 30 June 2020

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## ENERGY RENEWABLES

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Electricity consumption from onsite generation (kWh) <sup>14</sup>	NSW	0	0	51,736	43,091	36,270	✓
Total renewable energy purchased in new retail power supply contracts <sup>15</sup>	A	-	-	-	-	865,749	✓
% of renewable electricity consumed compared to total electricity consumed <sup>16</sup>	NSW	0	0	0.68	0.54	8.0	✓

Footnote 14 - Blackmores purchases electricity from its Bungarabee NSW distribution centre rooftop solar (owned by landlord). Site occupied by Blackmores in FY18

Footnote 15 - New reporting metric due to new four-year retail energy contract commenced late 2019

Footnote 16 - Total of renewable energy generated onsite and purchased through new retail supply contracts

## WATER AND WASTEWATER

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Onsite Group water supply withdrawal from municipal supply (KL)	A	42,098	41,069	53,775	48,425	71,564 <sup>17</sup>	
Total onsite Group water withdrawal from municipal supply (KL/1,000 units of product sold)	A	0.93	0.94	1.19	1.07	1.73 <sup>17</sup>	
Total onsite water withdrawal from municipal supply for manufacturing (KL)	A	-	-	-	-	37,670	
Total onsite water withdrawal from municipal supply for manufacturing (L/1,000 normalised doses)	A	-	-	-	-	12	
Total water discharge to sewer (KL) <sup>18</sup>	WW	14,617	12,792	17,004	15,579	10,765	

Footnote 17 - Includes Braeside manufacturing facility

Footnote 18 - Includes Warriewood and Braeside manufacturing facility only

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## RESOURCE RECOVERY

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Total waste generated for disposal (MT) <sup>19</sup>	A	904.50	808.80	847.66	948.68	1,649.51	✓
Total waste generated for disposal (kg/1,000 units of product sold) <sup>19</sup>	A	20	20	20	21	40	✓
Total waste sent to landfill (MT) <sup>19</sup>	A	266.30	248.69	248.00	275.16	517	✓
Total waste sent to best practice landfill (waste to energy) <sup>20</sup>	NSW	NA	225.44	188.95	234.5	267	✓
% of landfill waste converted to energy <sup>19 and 20</sup>	A	NA	91	76	85	52	✓
Residual waste landfilled <sup>19 and 21</sup>	A	NA	23.25	59.05	40.66	250	✓
Total waste recovered for recycling (diverted from landfill) by type (MT) <sup>19</sup>	A	638.2	560.19	599.66	673.51	1,115.07	✓
Cardboard/paper <sup>19</sup>	A	536.82	452.87	489.73	544.03	604.9	✓
Comingled (plastic and glass)	NSW	15.10	14.84	15.46	17.28	21	✓
% of total waste diverted from landfill	A	71	69	71	71	68	✓

Footnote 19 - Boundaries for 2016 to 2019 inclusion is NSW (Warriewood, Bungarabee and Eastern Creek). Boundary for inclusion in FY20 is NSW and Braeside manufacturing facility in Victoria

Footnote 20 - Proportion of waste sent to landfill is directed to a waste to energy facility at the landfill

Footnote 21 - Residual waste is the difference between total waste sent to landfill and the amount of that waste used to generate energy at the landfill

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## SUSTAINABLE SUPPLY CHAIN

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Global supply chain GMP quality/sustainability audits completed <sup>22</sup>	G	22	19	17	14	14	
Total number of Tier 1 direct suppliers <sup>23</sup>	G	-	-	-	77	210	✓
Site CSR audits undertaken (SMETA format) <sup>24</sup>	G	NA	NA	NA	3	2	✓
Suppliers attending Blackmores' Modern Day Slavery webinar	G	-	-	-	-	39 <sup>25</sup>	✓
Tier 1 Modern Day Slavery risk assessments	G	-	-	-	-	52	✓

Footnote 22 - Good manufacturing practice audits cover a range of quality and sustainability criteria and are undertaken by Blackmores' staff at the suppliers' principal facilities

Footnote 23 - Tier 1 direct suppliers are suppliers of goods and services specifically related to our products (e.g. ingredient suppliers, contracted manufacturers or packaging suppliers) that Blackmores pays and where the supply items are used or seen by the end consumer. These suppliers do not include 'indirect' whose goods and services relate to the running of the business (e.g. cleaning and waste contractors, energy supply etc)

Footnote 24 - Sedex Members Ethical Trade Audit is considered a best practice ethical audit methodology and is undertaken by third party trained and qualified professionals. Two FY20 audits were undertaken in China. These audits are more comprehensive on sustainability than the above GMP audits

Footnote 25 - 39 suppliers from 27 companies attended the May and June 2020 webinars

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## WORKPLACE DIVERSITY

Performance Measure	Boundary	FY19	FY20	2025 Target	Assurance
Females on our Board	G	43%	20%	50%	✓
Females in Executive Team	G	40%	55%	-	✓
Females in senior executive roles	G	44%	52%	50%	✓
Females in other management roles	G	64%	64%	50%	✓
Females in non-management roles	G	70%	64%	70%	✓

## RESEARCH AND EDUCATION

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Financial assistance to research institutions, number of research projects and number of Blackmores Institute educational touch points provided during the reporting period							
Total monetary value of financial assistance to research institutions (\$'000s)	G	589	650	785	1,702	1,673	
Total research projects (ea) <sup>26</sup>	G	24	40	74	52	46	
Number of educational touchpoints with external stakeholders <sup>27</sup>	G	447,816	1,215,300	1,540,922	1,946,183	1,953,496	✓
Number of accredited education touchpoints with external stakeholders <sup>28</sup>	G	-	-	-	4,546	13,824	✓

Footnote 26 - Number of research projects relates to projects with research partners and includes clinical trials and academic papers

Footnote 27 - Number of external participants in Blackmores' educational sessions. FY18 - FY20 data includes Group. FY16-17 data is Blackmores Australia only.

Includes accredited education touchpoints below as well as in-store pharmacy training, Blackmores Institute LMS registrations, masterclasses, workshops, podcasts and virtual classrooms

Footnote 28 - Includes BioCeuticals seminars, research symposiums, online LMS course completions and Blackmores' CMed courses in Australia, Malaysia and Thailand



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## OUR PEOPLE

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Total workforce <sup>29</sup>	G	843	917	994	1,023	1,278	✓
<b>Workforce by gender <sup>29</sup></b>							
Male	G	240	254	284	307	468	✓
Female	G	603	663	701	715	809	✓
Non-specific <sup>30</sup>	G	0	0	9	1	1	✓
<b>Workforce by region <sup>29</sup></b>							
AUS/NZ	G	578	597	649	653	918	✓
Asia (principal locations)	G	265	320	345	370	360	✓
Workforce gender ratio (M:F)	G	29:71	28:72	29:71	30:70	37:63	✓
New employee hires	G	91	189	191	228	150	
Workforce terminations	G	-	122	148	154	188	
Total employees under benefits scheme (%) <sup>31</sup>	G	69.0	100	100	100	100	
<b>Number of employees taking parental leave, by gender <sup>32</sup></b>							
Male	A	4	8	6	8	13	
Female	A	30	46	53	52	62	
Non-specific <sup>30</sup>	A	-	0	0	0	0	
<b>Parental leave return to work rate, by gender (%)</b>							
Male	A	-	100	100	100	100	
Female	A	-	100	80	94	97	
Non-specific <sup>30</sup>	A	-	0	0	0	0	
Employees who received a regular performance review (%) <sup>29</sup>	G	100	100	100	100	100	

Footnote 29 - 'Workforce' or 'employees' includes all permanent full-time and part-time employees inclusive of the Executive Team. It does not include casual or external contractor staff

Footnote 30 - The term 'non-specific' replaces previous years reporting term 'undisclosed'

Footnote 31 - Our benefits scheme includes Enterprise Agreement (AUS) and comparative benefits for other countries

Footnote 32 - All staff with over 12 months service are eligible. Paid primary carer leave was increased from 12 to 16 weeks in FY19

# Performance Data

AS OF 20 SEPTEMBER 2020



## WORKPLACE HEALTH AND SAFETY

Performance Measure	Boundary	FY16	FY17	FY18	FY19	FY20	Assurance
Total workforce represented in formal joint management/worker Health and Safety Committee (%)	G	100	100	100	100	100	
<b>Workforce recordable injury, by type (EA) <sup>33</sup></b>							
Fatalities	G	0	0	0	0	0	✓
Injuries with permanent impairment	G	0	0	0	0	0	✓
Injuries with long-term impairment	G	2	0	1	3	2	✓
Injuries with short-term impairment	G	8	16	12	10	22	✓
<b>Workforce recordable injury, by gender (EA) <sup>33</sup></b>							
Male	G	5	4	4	5	13	✓
Female	G	5	12	9	8	11	✓
Not-specific <sup>34</sup>	G	0	0	0	0	0	✓
Workforce recordable injury rate (%) <sup>35</sup>	G	2.02	1.84	1.40	2.24 <sup>36</sup>	3.02 <sup>36</sup>	✓

Footnote 33 - Workforce includes all permanent full-time and part-time employees inclusive of the Executive Team. It does not include casual or contract staff. Recordable injury includes psychological. The scope of recordable injuries has been extended beyond GRI requirements to include staff working from home

Footnote 34 - The term 'non-specific' replaces previous years reporting term 'undisclosed'

Footnote 35 - In line with global best practice, the LTIR is based on 200,000 standard work hours. Excludes overtime and contractors. LTIR for 2016 to 2019 has been recalculated from 100,000 standard work hours to 200,000 for ease of trend comparison

Footnote 36 - FY19 and FY20 rate is for Blackmores Group Australia only, previous years were Blackmores Group global





Independent Limited Assurance Report to the directors and management of Blackmores Limited

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**Conclusion**

We have undertaken a limited assurance engagement on Blackmores Limited's 'Subject Matter Information' disclosed in the 2020 Blackmores Sustainability Report detailed below for the year ended 30 June 2020. Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that, the 'Subject Matter Information' is not prepared in all material respects, in accordance with the 'Reporting Criteria' detailed below for the year ended 30 June 2020.

**Subject Matter Information and Reporting Criteria**

The 'Subject Matter Information' and 'Reporting Criteria' for our limited assurance engagement for the year ended 30 June 2020 is as follows:

Sustainability Performance Indicators ('Subject Matter Information')	Reporting Criteria
Greenhouse Gas Emissions Intensity	Global Reporting Initiative's Standard ('GRI Standard') 305-4 2016
Total energy consumption (from renewable and non-renewable sources)	GRI Standard 302-1 2016
Total Scope 3 emissions limited to employee travel (including flights and accommodation)	GRI Standard 305-3 2016
Total weight of hazardous and non-hazardous waste, with breakdown of disposal method	GRI Standard 306-2 2016
Number of Tier 1 Modern-Day Slavery supplier risk assessments undertaken during the reporting period	Blackmores' policies and procedures
Number of Tier 1 suppliers that have attended the Blackmores' Modern-Day Slavery webinar during the reporting period	Blackmores' policies and procedures
Number of SMETA audits completed as at 30 June 2020	Blackmores' policies and procedures
Number of Tier 1 direct suppliers as at 30 June 2020	Blackmores' policies and procedures
Total number of educational touch points and number of accredited educational touch points with external stakeholders during the reporting period	Blackmores' policies and procedures
Diversity of governance bodies and workforce, by gender	GRI Standard 405-1 2016
Number and rate of fatalities as a result of work-related injury; Number and rate of high-consequence work-related injuries (excluding fatalities); Number and rate of recordable work-related injuries; Main types of work-related injury; Number of hours worked	GRI Standard 403-9 2018
Total \$ donated through the Blackmores Matched Donations program, Blackmores' community contributions and nutritional product donations during the reporting period	Blackmores' policies and procedures
Total number of volunteering hours completed by Blackmores' employees during the reporting period	Blackmores' policies and procedures

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**Basis for Conclusion**

We conducted our limited assurance engagement in accordance with the Australian Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ASAE 3000"), issued by the Australian Auditing and Assurance Standards Board. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

**Management's Responsibilities**

Management is responsible for:

- a) ensuring that the 'Subject Matter Information' is prepared in accordance with the 'Reporting Criteria';
- b) confirming the measurement or evaluation of the underlying subject matter against the 'Reporting Criteria', including that all relevant matters are reflected in the 'Subject Matter Information';
- c) designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations; and
- d) 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 Blackmores Limited's 'Subject Matter Information' as evaluated against the 'Reporting Criteria' based on the procedures we have performed and the evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the 'Subject Matter Information' is not properly prepared, in all material respects, in accordance with the 'Reporting Criteria'.

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

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



Our procedures included:

- Inquiries with Subject Matter data owners and sustainability report responsible management to understand and assess the approach for collating, calculating and reporting the respective 'Subject Matter Information' across the reporting period ended 30 June 2020
- Inspection of documents as part of the walk throughs of key systems and processes for collating, calculating and reporting the respective 'Subject Matter Information' for the 2020 Blackmores Limited Sustainability Report.
- Selection on a sample basis items to test from the selected sustainability performance indicators and agree to relevant supporting documentation.
- Analytical reviews over material data streams to identify any material anomalies for the 'Subject Matter Information' and investigate further where required
- Agreeing overall data sets for the 'Subject Matter Information' to the final data contained in the 2020 Blackmores 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.

**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 2020 Blackmores 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 for the purpose of reporting on the 'Subject Matter Information' presented in the 2020 Blackmores Sustainability Report. We disclaim any assumption of responsibility for any reliance on this report to any person other than the directors and management or for any purpose other than that for which it was prepared.

*Deloitte Touche Tohmatsu*

DELOITTE TOUCHE TOHMATSU

Paul Dobson  
Partner  
Sydney, 19 October 2020

<b>APCO</b>	The Australian Packaging Covenant Organisation is the organisation charged by government to make all packaging reusable, recyclable or compostable by 2025 or earlier. APCO works with government and industry to reduce the environmental impact of packaging on Australian communities by supporting sustainable design, education and end markets.
<b>ARL</b>	The Australasian Recycling Label is an initiative of the APCO's Packaging Recycling Label Program - a nation-wide labelling program that provides designers and brand owners with the tools to inform responsible packaging design, and helps consumers to understand how to correctly dispose of packaging. Led by the APCO, in collaboration with Planet Ark and PREP Design, the program aims to promote the use of the ARL on packaging to increase recycling and recovery rates and contribute to cleaner recycling streams.
<b>Carbon dioxide equivalent (CO2-e)</b>	A standard measure used to compare the emissions from various greenhouse gases based on their global warming potential. For example, one tonne of methane emissions is equivalent to 21 tonnes of carbon dioxide emissions.
<b>Climate change</b>	Climate change is a change in the pattern of weather, driven by an increase in atmospheric temperature, with consequential changes in oceans, land surfaces and ice sheets, occurring over timescales of decades or longer.
<b>Corporate Social Responsibility (CSR)</b>	CSR is an evolving form of self-regulation business practice that incorporates sustainable development into a company's business model and impacts and influences the way a company operates on a daily basis to achieve positive social, economic and environmental outcomes.
<b>Emissions intensity</b>	The ratio of greenhouse gases, expressed in tonnes of CO2-e per unit of business activity. Blackmores uses the metric tonnes CO2-e/1,000 units sold as its Group wide measure of the environmental intensity of its Australian operations. For manufacturing emissions intensity, a metric of tonnes of CO2-e/1,000 normalised doses is used.
<b>Environmental Management System (EMS)</b>	Environmental Management System is a system and database which integrates procedures and processes for training of personnel, monitoring, and reporting of specialised environmental performance information to internal and external stakeholders of an organisation. Blackmores' EMS is modelled on the International Standards Organisation's 14001:2015 EMS Guidelines.
<b>Materiality</b>	A process to assist in identifying and prioritising the sustainability issues that matter most to our business and to our stakeholders.
<b>Normalised doses</b>	To compensate for differing capsule and tablet sizes, Blackmores uses a standard size as a reporting measure and convert all capsules and tablets to this measure to report manufactured volume.
<b>Packaging - primary</b>	Packaging designed to come in direct contact with Blackmores' products, e.g. glass bottles, plastic tubs and tubes.
<b>Packaging - secondary</b>	Packaging that contains a number of primary packaged units together in a more convenient unit, and used to replenish shelves or to group primary packaged units for purchase, such as cardboard boxes.
<b>Packaging - tertiary</b>	Packaging designed to ensure damage-free or efficient handling and transport of a number of sales or grouped packages of ingredients or products e.g. plastic pallet wrap.



<b>Supply Chain Manager (SCM)</b>	An online framework, based on a BSI business product, allowing Blackmores to engage its Tier 1 suppliers to support shared information, performance monitoring and compliance with sustainability expectations.
<b>SMETA</b>	Sedex Members Ethical Trade Audit (SMETA) is one of the most widely used ethical audit formats in the world. SMETA is an audit methodology, providing a compilation of best practice ethical audit techniques. It is designed to help auditors conduct high quality audits that encompass all aspects of responsible business practice, covering Sedex's four pillars of Labour, Health and Safety, Environment and Business Ethics.
<b>Scope 1 greenhouse emissions</b>	Scope 1 emissions are direct greenhouse gas emissions released on an organisation's site or from their vehicles. More accurately they are carbon dioxide equivalent (CO <sub>2</sub> -e) emissions that come from sources owned or controlled by an organisation. Blackmores' Scope 1 emissions are generated by owned or leased vehicles and the maintenance of equipment containing refrigerants (e.g. Heating Ventilation and Air Conditioning (HVAC)).
<b>Scope 2 greenhouse emissions</b>	Scope 2 emissions are indirect emissions generated by the electricity consumed and purchased by Blackmores.
<b>Scope 3 greenhouse emissions</b>	Scope 3, like Scope 2, is a category of indirect emissions and covers all other indirect emissions from sources that are not owned or controlled by Blackmores, but that occur as a result of its activities, such as emissions from business flights, hotel accommodation, waste disposal and water and wastewater treatment.
<b>Supplier Code of Conduct</b>	Describes how Blackmores chooses to do business with its suppliers by defining expectations and mutual commitment in achieving and maintaining improved environmental, ethical and social outcomes.
<b>Sustainable packaging</b>	Product packaging is fit-for-purpose, resource-efficient, made from low-impact materials, and reusable or recyclable at the end of its useful life.
<b>Sustainable Development Goals (SDGs)</b>	17 global goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet.
<b>Tier 1 supplier</b>	Suppliers of goods and services that Blackmores pays and can include both direct (directly related to our products e.g. ingredient suppliers, contracted manufacturers or packaging manufacturers) or indirect (related to the running of the business such as cleaning and waste contractors).
<b>Tier 2 supplier</b>	Suppliers contracted and paid by our Tier 1 suppliers (such as a grower, transporter or packaging supplier) to provide goods or services that are then sold on to Blackmores.

Thanks to: NSW Sustainability Advantage, Australian Packaging Covenant Organisation, 2XE and PreSync.





**BLACKMORES®**  
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