

9 June 2021

Mr Danny Gilbert
Gilbert & Tobin
Level 35, Tower 2
International Towers
200 Barangaroo Avenue
Barangaroo NSW 2000

Dear Mr Gilbert

The Independent Panel Review into the Proposed Dan Murphy's Development in Darwin (**Independent Panel Review**) presents a valuable opportunity for Endeavour Group to strengthen its relationships with its customers and the broader community, and we are grateful to the Panel Chair, Mr Danny Gilbert and the Panel Members, for their insights.

Through Endeavour Group's purpose of creating a more sociable future together, we aim to leave a positive imprint on each of the communities we serve.

We were guided by this purpose in our plans for the proposed Dan Murphy's development in the Northern Territory where we have operated for more than 60 years as part of the Woolworths Group, and proactively supported alcohol controls to address alcohol-related harm in the community. We engaged in good faith with a wide cross section of the community whose views we sought and listened to over the five-year period of the application, and whose concerns were reflected in our developing plans.

We now appreciate the Darwin Dan Murphy's development warranted a different approach, as outlined in the findings and recommendations of the Independent Panel Review, and that many stakeholders did not feel as though their concerns were considered or addressed, in our processes.

We have learned from this experience and welcome the Independent Panel Review's analysis and insights on how we can better listen to, and fully understand, the unique concerns of each community in order to reach the best possible outcome when considering all stakeholders involved.

While the Report highlights areas that Endeavour Group can improve upon in the future, it makes some important statements that have guided the business for many years and will continue to do so, namely:

- That Endeavour Group's industry-leading approach to responsible service needs to continue, and be built upon in order to meet the evolving standards of the community;
- That alcohol-related harms and their causes are complex, contested and not straightforward, but that Endeavour Group has a role in working constructively and collaboratively with parties across the spectrum to help minimise the harms caused by alcohol misuse; and



- That serving the community and their interests should be central to who we are and what we do.

With the planned demerger from Woolworths Group in June this year, there is an opportunity for the new Endeavour Group Board to consider the recommendations of the Independent Panel Review and reflect its learnings in the Endeavour Group Sustainability Plan, which will be released within our first year as a stand alone group.

However, in the interim, we have taken the following immediate steps to ensure we are best connecting to the communities we seek to serve:

- Undertaking an ESG assessment on current development proposals, and engaging senior management in a review of those assessments;
- Reviewing the extent and timing to which the reputation and sustainability teams are involved in development applications; and
- Commencing the process of ‘bridging the divide’ between Endeavour Group and public health groups, with a focus on addressing alcohol-related harms in a more holistic manner.

As the demerger will also result in our separation from Woolworths Group’s Reconciliation Action Plan, the insights from the Independent Panel Review will assist Endeavour Group to strengthen and improve our engagement with Aboriginal and Torres Strait Islander people, and to develop our own reconciliation goals.

We look forward to continuing to implement these important findings as part of our ambition to leave a positive imprint on all Australian communities.

Yours sincerely



Peter Hearl
Chairman-elect



Steve Donohue
Managing Director & CEO-elect