



FY2022
Sustainability Report

PEOPLE

PLACE

PLANET



Statement from the Chair and CEO



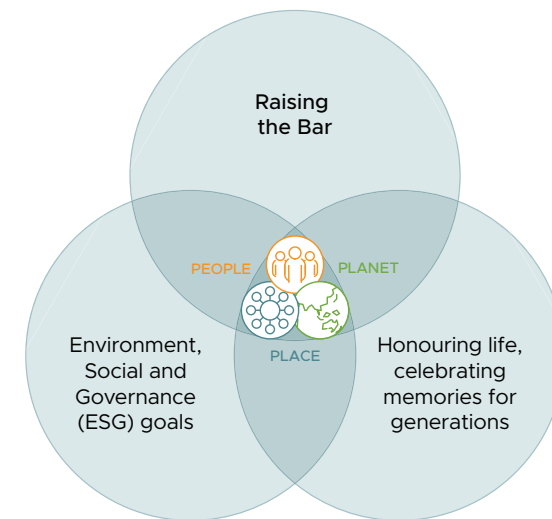
Olivier Chretien

Bart Vogel

Our commitments to our Environment, Social and Governance (ESG) goals and five-year strategic plan continued to deepen during 2022, cementing the foundations of our Sustainability Strategy.

For InvoCare, sustainability is a long-term commitment, and we want to understand the full scope of our impact to ensure our targets and goals for our core sustainability areas — People, Place and Planet — are measurable and realistic. This approach is all about driving genuine and lasting change across our operations and reinforces our overarching business strategy of “Raising the Bar”.

A highlight for 2022 was the resilience of our employees across Australia, New Zealand and Singapore. Our people continued to ensure client families were served with the utmost care and respect, despite COVID-19 restrictions, significant weather events in Australia and a competitive job market making it difficult for us to recruit. To finish the year with a customer Net Promoter Score of 82.9 in Australia and New Zealand and a Recommendation Score of 99.3% in Singapore is testament to the hard work and dedication of our people.



“ we are dedicated to applying focused, strategic capital investment and resource allocation across the organisation to drive change and help protect the environment and our employees ”

Statement from the Chair and CEO

In light of a challenging year for our people, we also recognise the potential benefits our updated health, safety and wellbeing practices are creating — and will continue to create — across the business. The introduction of the Health First initiative and an expanded Employee Assistance Program provided additional support for our employees with a focus on proactive self-care. Psychological Leadership Training completed by leaders across the business during the year is an important element in proactively addressing potential mental health and wellbeing issues. In 2023 and beyond, we will continue to focus on supporting the health and wellbeing of our people so they are empowered to serve our customers and play a leadership role in our communities.

In 2022, we have deepened our understanding of the greenhouse gas footprint of our business so we are in the best position to actively manage emissions reduction. Energy use is a key element of our Sustainability Strategy and we are investigating and trialling a range of innovative ways to reduce emissions through energy efficient building design, piloting hybrid alternatives for our specialist vehicles. We are also extending our cremator replacement program, with more energy efficient cremators along with exploring a trial of a less emissions intense hydrogen/gas fuel blend toward the end of 2023.

Our business relies on a wide range of suppliers and we are mindful of the need to ensure we meet community expectations across our entire value chain. We have developed an approach to understand our modern slavery risks among our major suppliers and the third-party value chains in which they operate. We also developed our Supply Chain Code of Conduct and have started to monitor compliance.

Our sustainability journey will continue to evolve, and we are dedicated to applying focused, strategic capital investment and resource allocation across the organisation to drive change and help protect the environment and our employees.

Our strategic initiatives and 2025 ambitions continue to drive exceptional service for our client families and underpin the returns to our shareholders. We are proud to present this 2022 Sustainability Report as a reflection of the challenges, opportunities and achievements of our sustainability journey, and recognition of the impressive work undertaken by our people to drive positive change across the organisation.

Olivier Chretien
Chief Executive Officer

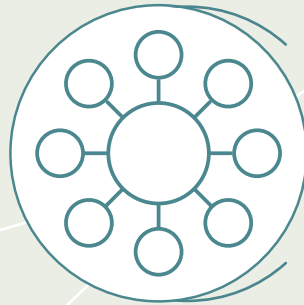
Bart Vogel
Chair





PEOPLE

- Our customer experience reached **82.9 Net Promoter Score** (NPS) in Australia and New Zealand. Recommendation Score from customers in Singapore was **99.3% positive**
- Focused attention to early intervention injury management principles and progression of the Safety Strategic plan resulted in a **42% decrease in LTIFR**¹ to 7.6 and a **14% decrease in TRIFR**¹ to 30.6
- Our employee engagement for the **'Your Say' survey score** increased by a substantial 8% from the previous year, to 64
- Introduction of the **Health First initiative** and a refresh of our Employee Assistance Program, offering unlimited use of an extended network of **physical and psychological support** for our team members and their families



PLACE





- **95 defibrillators** were installed at 79 funeral homes and other large sites including Memorial Parks
- A comprehensive digital roadmap was established across the business and **cyber security tightened**
- Inclusive Funerals provided a **multilingual functionality**, launched for four key nationalities (Chinese, Vietnamese, Khmer and Laotian) on the Universal Chung Wah (UCW) Funeral Directors website, allowing users to view content in their first language
- Our commitment to community engagement continued to strengthen with the development of our new **Community Engagement framework** in 2022 which will be launched in early 2023



PLANET

- Introduced **32 hybrid vehicles** to our fleet, replacing petrol and diesel vehicles
- In our Pets Cremations business we replaced seven cremators with more **energy efficient** models
- Construction of a **sustainable funeral home** in Coburg incorporating 10% improvement on thermal efficiency, rooftop solar, energy efficient lighting, 5-star rated plumbing fixtures, water efficient landscape design and below ground rainwater harvesting tanks servicing amenities
- **Supply Chain Code of Conduct** was established, increasing compliance monitoring. As part of our supplier auditing process, we mapped 1,000 of our largest direct suppliers to identify high-risk modern slavery suppliers

¹ 2021 LTIFR and TRIFR calculation was rebased to use 'actual hours worked' from the previous methodology of 'total hours'

Dimension of Sustainability	Aspects (SDGS)	Metric	2021 Actual	2022 Goal	2022 Actual
Mitigating physical injury and psychological harm		Lost Time Injury Frequency Rate	Reduced by 22%	Not applicable	Not applicable
		Total Recordable Injury Frequency Rate	Not applicable	Reduce by 10%	Goal met : reduced by 14%
Ensuring women and men have equal opportunities		Gender balance	61 women: 39 men	Within 60 women : 40 men	Goal substantially met : 61 women : 39 men
Modern slavery risk mitigation		Modern Slavery training for Procurement / Supply Chain teams	Not applicable	100%	Goal met : 100%
		Modern Slavery training for assigned leaders	Not applicable	80%	Goal met : 100%
Ensuring customer expectations are met		Net promoter scores (NPS)	80.1	Maintain > 80 NPS	Goal met : 82.9 NPS
Ensuring appropriate levels of Return On Capital Employed (ROCE)		ROCE	11.2%	>11%	Goal met : 11.6%
Ensuring employees are happy in their roles		Employee engagement	Not applicable	+ 2 points	Goal met : +8 points
Minimising greenhouse gas emissions		Emissions	Pending	Determine baseline	Goal met : 2021 baseline established

© Future focus: 2025 and beyond

In 2021, InvoCare's materiality assessment identified the Environmental, Social and Governance (ESG) issues relevant to our operations. It deepened our understanding of our stakeholders' interests and has reassured us that our enhanced organisation-wide Sustainability Strategy is comprehensive and provides a considered roadmap for the future.

Our focus in 2022 has been on building the foundations of our enhanced Sustainability Strategy and understanding the true impact of our organisation on people, place and planet. With the foundational work well underway, we can now begin to identify realistic and ambitious long-term ESG targets aligned to our Sustainability Leadership objectives and stakeholder interests.

We are mindful a business of our size and scope has the ability and opportunity to become an industry leader. We have a unique opportunity to trial and investigate innovative new technologies, equipment, infrastructure and processes to support the longevity and sustainability of our industry and reinforce the important role we play in the community.

As our industry focuses on people and their wellbeing, and social sustainability, our goal is to be future-focused and build an organisation that is trusted by our customers, employees and investors to make the right decisions at the right time, in the best interests of our people, our place and the planet. We want to provide the space, support and connection our communities need to celebrate the lives of their loved ones in a way that best represents them.



OUR PERFORMANCE PEOPLE



3 GOOD HEALTH
AND WELL-BEING



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES

Our people are the heart of our business — 2022 brought a host of difficult operating conditions including the ongoing effects of COVID-19, extreme and unpredictable weather events, and a difficult employment market.

We are deeply proud of the resilience our people have demonstrated in 2022 despite the challenges they have faced. Our people are passionate and trusted by our client families to provide a service that honours their loved ones in a personal and unique way.

The safety of our people is our highest priority, and we strive to keep them safe, everywhere and every day. We also foster a caring and inclusive culture that embraces diversity from across the world.

Our 'Your Say' survey showed an improvement in employee engagement, with a record response rate of 76% and more than 3,000 comments received. Overall engagement increased by a substantial 8% from the previous year.





Good health and wellbeing

Recognising the significant disruption caused through the COVID pandemic, we launched a **Health First** campaign in October 2022, to encourage team members to prioritise taking action on preventative health checks.



We followed this campaign with a refreshed and expanded **Employee Assistance Program**. Employees have **unlimited access** to the program, which includes 24/7 services to support personal and family medical, health and wellbeing. They also have 24/7 access on a mobile app to provide support for emotional stress, inability to sleep or any medical needs for themselves or family.

Psychological Leadership training was completed during the year, to assist leaders to upskill and support their teams to understand and proactively address potential mental health and wellbeing issues. As part of the baseline training program, our leaders were also encouraged to understand early intervention principles and have the skills to initiate conversations to set up good self-care practices.

Our **COVID Taskforce** continued to guide our response to the changing pandemic landscape with a focus on our teams and client families. We continued to follow independent health advice by encouraging our teams to be up to date with vaccinations and maintain COVID protocols.

CARES

Collaboration

We respect one another and achieve more by working together

Accountability

We always act with integrity, through honesty, fairness and accountability

Responsiveness

We put our clients and communities first, by listening, anticipating, supporting and actioning to exceed their expectations

Excellence

We continuously improve the way we do business; through innovation, creativity and flexibility

Safety

We keep everyone safe, everywhere and everyday

Decent work and economic growth

We enhanced our people policies with expanded entitlements through our **Parental and Partner Leave Policy**, and enhancing our Flexible Work Policy to ensure it is fit for purpose in our business.

Following the successful launch of the **Health and Safety Strategic Plan** in 2021, our projects and initiatives have focused on building on those early foundations. Through partnering with key business leaders and the Health and Safety Team, we have made significant progress to mitigate risk and prevent injury during 2022.

From 2021, we **reduced our Lost Time Injury Frequency Rate (LTIFR)** by 42% to 7.6. LTIFR measures the number of lost time injuries per million hours worked.

Our **Total Recordable Injury Frequency Rate (TRIFR)** decreased by 14% to 30.6 in 2022. TRIFR measures the number of lost time and medical treatment injuries per million hours worked. Moving forward, we will report TRIFR as our key performance indicator in place of LTIFR to enable greater transparency of our safety and injury performance.

Our health and safety programs are risk based and concentrate on governance, operational excellence, physical and psychological health. Some of the highlights of these programs in 2022 are explained on the following pages.



Preventing and mitigating fatal risks

The **'Fatal Risk' Project** forms a key element of InvoCare's risk mitigation strategy, in which fatal or significant health and safety risks associated with business activities are formally assessed and prioritised for improvement.

A prioritised assessment of risk has been completed and a comprehensive action plan developed, commencing with mobile plant, exhumation/confined space entry and contractor risk. To date we have communicated/reinforced key critical control measures; issued a Safe Work Method Statement and Permit to Work for Exhumation activities; issued pre-start checks and refreshed competency-based training for mobile plant operators. We also delivered external WHS Contractor Management training for ANZ Facilities / Special Ops Teams / other stakeholders. To support these improvements we have developed targeted e-learning modules to provide a consistent approach to risk management and created risk specific Verification Checklists to enable on-site auditing and adherence to Critical Control performance standards.

We empowered teams in selected sites in Sydney to implement the **5S program** (Sort, Set in Order, Shine, Standardise and Sustain) to create and maintain a visually organised, safe, clean and efficient workplace.

This program is a globally recognised methodology to improve workplace safety, productivity and overall team morale. We will expand this program in the coming period.



5S
Sort
Set in Order
Shine
Standardise
Sustain



SAFETY IN DESIGN

Over the course of the year, we continued utilising an **ergonomics expert** to improve hazardous manual tasking processes and equipment.

We focused attention on key activities in our funerals processes and completed a trial of new design stretchers (see Case Study).

A review of the current lifting equipment used in our Operations centres and funeral locations was undertaken in 2022 and identified opportunities to further improve standardisation of the equipment.

We will shortly commence pilots of smaller electric lifters and an electric chapel trolley for sites with space constraints or not co-located at an operations centre.

We introduced new lightweight ergonomic pallbearing bars and completed a biomechanical assessment at La Trobe University to assess current practices and equipment used to transfer deceased on stairs.

CASE STUDY: New multi-level stretchers

New multi-level stretcher designs were piloted by our teams in New South Wales, Victoria and Queensland in September 2022, to assess their safe loading, unloading, manoeuvrability and performance focused on reducing manual handling injuries.

The stretchers feature adjustable working height, multi-directional wheels to assist with congested spaces and an additional restraint to improve stability. Pilot testing

demonstrated improved safety, manoeuvrability and stability of the stretchers, which are important elements of handling equipment across our operations.

After the success of the pilot programs, new stretchers will be delivered to our New South Wales and Queensland facilities in February 2023, and our Victoria and Western Australia facilities in March 2023.



Decent work and economic growth

EMPLOYEE RECOGNITION 2021 InvoCare Awards

The InvoCare Awards are a significant part of our employee recognition program, highlighting those who have gone above and beyond in their roles during the past year. We also celebrate the Lifetime Achievement Award recognising sustained commitment and contribution to the company and the industry over many years.

In March 2022, more than 180 team members came together to celebrate the 2021 InvoCare Awards, honouring the nominees and winners in 18 award categories across Funerals, Cemeteries and Crematoria, Pet Cremations and the Support Office.

A subset of these awards is our CARES Awards that recognise our values: Collaboration, Accountability, Responsiveness, Excellence and Safety, which are the backbone of our ethos at InvoCare. The CARES Awards are the pinnacle of the InvoCare Awards and acknowledge our employees who have done the most to demonstrate our values within their work.



CASE STUDY: Lifetime Achievement Award

Warwick Hansen OAM received the 2021 Lifetime Achievement Award at the 2022 InvoCare Awards, for his 55 years of service.

Based in New South Wales, Warwick began his career in the funeral industry in 1973, originally working alongside his father Jack within the family business, Hansen and Cole.

A founding member and longest serving Chairman of the Australasian Cemeteries and Crematoria Association of NSW, Warwick is known for his commitment and passion for the industry.

His care and genuine desire to engage with people made Warwick a key contributor to the industry and a very deserving recipient of this Lifetime Achievement Award.





Decent work and economic growth

A CUSTOMER FIRST MINDSET Net Promoter Scores

Our team consistently strives to go above and beyond for our customers, which is reflected in our outstanding Net Promoter Score (NPS) in Australia and New Zealand, and Recommendation Score in Singapore.

NPS measures how likely customers are to refer InvoCare to others. For 2022, our NPS was 82.9, an increase of **2.8ppts over 2021**, which is a direct reflection of the hard work by our people across Australia and New Zealand despite challenges including COVID-19 and extreme weather events on the Australian east coast.

Our Recommendation Score from customers in Singapore was 99.3% positive, which is an outstanding result for our team. We are proud to see these positive endorsements from client families.



Over the course of 2022, we established the **WeCARE** program as a way of reinforcing our commitment to client family care. After an independent review conducted in October 2021, the WeCARE program was designed and implemented into our first contact management and feedback management processes. The program delivered recommendations on customer centric technology enhancements and new ways of working to improve our customer experience.

WeCARE

WeCARE Feedback Management

In August 2022, we launched **WeCARE Feedback Management** as a platform to record all feedback from customers, positive and negative. We do this to ensure we are responsive to all customer feedback and that the voice of our customers can influence our product and service development to meet their future needs. In 2022 we received 1,319 feedback messages including 512 to WeCARE Feedback Management since it was launched.

WeCARE First Contact Management

In September 2022, we launched our **WeCARE First Contact Management** program, designed to continually improve the way we respond and listen to our at-need client families when they first contact us, acknowledging how vulnerable they are at this time.

We have completed more than 3,000 customer calls through our National Contact Centre under the new system. All web forms completed by customers are now automatically loaded, giving valuable insight and ensuring all queries are assessed and assigned correctly.

Gender equity – maintaining the balance

As part of an industry that is traditionally highly female-led, we currently employ 61% female employees and 39% male employees across InvoCare, remaining close to our target of 60:40 gender equity.

Our Executive Leadership team comprises five females and four males, also aligning to our target.



Lynne Gallucci
Executive General Manager
– Australian Funerals



Adrian Gratwicke
Chief Financial Officer



Victoria Doidge
Executive General Manager
– Customer



Steve Nobbs
Executive General Manager
– Cemeteries and Crematoria



Grace Westdorp
Executive General Manager
– Health, Safety & Sustainability



Fergus Kelly
Executive General Manager
– Stakeholder Engagement



Heidi Aldred
General Counsel / Company Secretary

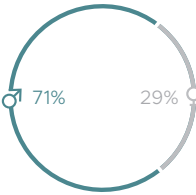


Tim Higgins
Executive General Manager
– International, Strategy and Innovation

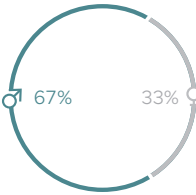


Penny Lovett
Executive General Manager, People and Culture

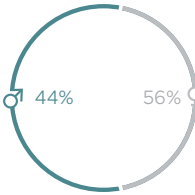
Executive Leadership Team



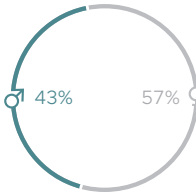
Total Board including CEO



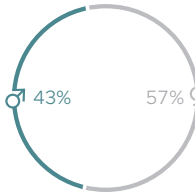
Non-Executive Directors



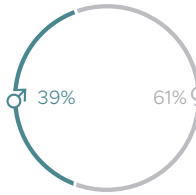
Executive Leadership Team excluding CEO



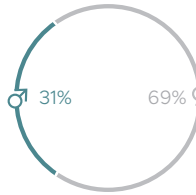
Operations Management



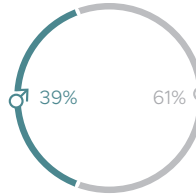
Support Office Management



Operations Other



Support Office Other



TOTAL



Securing talent in a competitive market

We pride ourselves on providing the best service to our client families, which results from having the right people in our workforce. Across Australia, New Zealand and Singapore, 2022 has seen a more competitive employment market which has created challenges for both employers and employees.

We believe effective talent acquisition can mitigate these recruitment and retention challenges. We have sought to improve our recruitment practices by reassessing our talent acquisition processes and reaching out to new markets via social media channels. Similarly, our onboarding programs for new employees have been revised to help new starters navigate their roles and workplaces safely and with confidence.



New learning content

To improve learning and development opportunities for our people, we launched a **new Learning Management System** offering a range of new learning courses.

This system replaced the previous learning modules and provided a variety of courses relevant to day-to-day work. The library includes videos and practical information to support employees in achieving their development goals. We have also expanded the learning and development options for our people with the launch of **Learn at InvoCare** which provides access to a leading online learning platform with an extensive library of practical courses and videos. We continue to increase our focus on consistently skilling our workforce by expanding our suite of programs to build further industry specific knowledge while upskilling our workforce. In 2022, we returned to in-person learning with our Rapid Skilling program focused on intense skills development using real-life scenarios.

We continue to support our leaders through our **Aspire** and **Evolve** programs.

Aspire

The Aspire program deeply immerses our leaders in a learning program to solve real business problems while developing key capabilities in the areas of strategy, innovation and change leadership.

Evolve

Evolve is our management development program for operational managers.

The 2022 projects undertaken by our Aspire and Evolve programs focused on developing InvoCare's employee value proposition and our diversity, equity and inclusion roadmap, as well as considering ideas to enhance products and services for our client families. These programs will progress further in 2023.



Reduced inequalities

CASE STUDY: Technology supporting training – Smart glasses enable collaboration

Morticians have turned to a high-tech solution to ensure trainee embalmers get the training they need.

The solution to delivering advice and mentoring is to use wearable smart glasses while remotely working to allow colleagues to collaborate in real time and give immediate feedback.

Sue Witten is an embalmer and the Mortuary Manager for Queensland and northern New South Wales, based on the Gold Coast. She is a mentor to Makayla McQueen as she trains to be an embalmer, more than 1,500 kilometres away in Cairns. Makayla is required to complete two full years of training with a mentor before she can work unsupervised.

“It’s a whole new level of collaboration between myself and Makayla. I think we’re the only funeral home in Australia that are currently using the smart glasses,” Sue said.

Makayla said the innovation has meant there has been no delay to her training: “I put the glasses on just like safety glasses, and Sue can see exactly what I see, and I can see her on a little screen on the inside of the glasses. Now Sue can show me what to do, and even do screen captures which she can draw on to show what she needs me to do,” she said.

Preparing a person for a funeral can be a complex process, and while Sue still travels on occasion for more complex cases, the technological workaround has meant there is less travel required and an increase in responsiveness to families and the team.

Makayla is looking forward to completing her training and supporting families to celebrate the lives of their loved ones.

With the success of the experience for Makayla and Sue, training using wearable smart glasses is being offered to trainee embalmers in regional areas across the country.

“the technological workaround has meant there is less travel required and an increase in responsiveness”

Makayla wearing the smart glasses



© Next steps: 2023 and beyond

In 2022, we concentrated on strengthening the foundations of sustainability within our business. We will build on this in 2023 and beyond, with specific emphasis on the health and wellbeing of our people so they are empowered to support our customers and play a leadership role in our communities.

Our people are trusted by the community to provide sensitive support as client families deal with difficult and emotional situations as they celebrate the lives of their loved ones. Our leaders will continue to receive **training in endorsing proactive self-care** for their teams, which equips them with the skills to identify people who, or situations where, help with health and wellbeing may be required.

Over time, and with continued training, our aim is to assist our leaders in proactively managing issues relating to employee wellbeing before they arise. The proactive training complements the updated EAP program, which includes an employee self-check-in process and focuses on helping our people identify and manage their health and wellbeing. We will also continue to train our people to sensitively and effectively defuse and de-escalate challenging situations.

We will continue to investigate and pursue opportunities to **reduce the risk of manual handling injuries**, including introducing updated, ergonomically engineered and designed equipment and piloting new technology as it becomes available. Our fatal risk program will continue to mature as we move our focus onto other areas of high risk work.

Addressing the challenge of **recruiting and retaining the best people** will remain an imperative for the business in increasingly competitive employment markets. In 2023, our Singapore operation will introduce an **increased number of Annual Leave** days to encourage employee retention and improve workforce planning. We will also look to expand the scope of our succession planning and talent review to include specialist roles.

To further promote talent acquisition, a **pilot of Graduate programs** will be implemented in selected areas, to include training in IT, digital and commercial content. We will undertake a review of the strategic capabilities of our talent pool, develop a Learning Academy and focus on extending the scope of succession planning and talent review for specialist roles.

2023 will also see us implement a refreshed **Code of Conduct, Workplace Behaviour and Grievance process**, and deliver an **Employee Value Proposition (EVP)** and **Diversity, Equity and Inclusion (DEI)** vision and action plan.



OUR PERFORMANCE



PLACE

8

DECENT WORK AND
ECONOMIC GROWTH



9

INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11

SUSTAINABLE CITIES
AND COMMUNITIES



12

RESPONSIBLE
CONSUMPTION
AND PRODUCTION



InvoCare is a portfolio of brands, all with deep connections to the communities which they support.

We are committed to making positive contributions to our local communities and partnering with socially responsible organisations aligned to our goals.

Our commitment to Place also encompasses cultural awareness and respect for the diversity of our society. We are proud to continue developing our systems, infrastructure and green spaces to strengthen these connections with our communities.





Decent work and economic growth

Diversity, Equity and Inclusion

Our commitment to servicing a wide variety of cultures and religions continued to strengthen over 2022.

Our multicultural team in New South Wales provide services to a variety of different nationalities including Vietnamese, Filipino, Chinese and Korean.

Our team communicates with the wider community through their first language and supports events such as

- o Chinese New Year,
- o Quinh Ming (Sweeping of the Graves) and
- o All Saints and All Souls days

within both Castlebrook and Pinegrove Memorial Parks in New South Wales.

With the growth in multiculturalism, particularly families from East Asia and South East Asia, a **multilingual website** was launched for Universal Chung Wah (UCW) Funeral Directors. We identified four key nationalities based on UCW client family demographics (Chinese, Vietnamese, Khmer and Laothian) and created functionality to allow website users to view content in their first language. Since launching the service in early 2022, the number of people visiting the website to read and download our translated content has increased and our Search Engine Optimisation rating has improved. We also refreshed the physical location at UCW to enable more family cultural rituals.

We have taken action to enhance the experience we provide for our diverse customer base in Singapore. We recognised the need for **Taoist and Buddhist funeral rites** to be understood by employees so we can provide culturally appropriate services for our community. We have curated a series of training programs and instructional videos which document these funeral rites.

Digital security and safety

Cyber security continues to be a concern for many organisations across the world, with a rise in the number of malicious attacks attempting to steal data and cause disruption to businesses and their customers. We understand cyber risk is a serious threat and are committed to ensuring we have advanced and secure systems in place, with strong digital governance as a key to minimising the risks.

Measuring and validating the effectiveness of security systems is a priority for us, with the **rollout of a comprehensive Digital Roadmap** and **increased training** for digital adoption across the organisation now underway.

Digital experience and e-commerce

Delivering a seamless digital experience to our client families and extended communities is a key part of our **Digital Transformation Roadmap**. We recognise our services are deeply personal and many customers will begin investigating funeral options online. For two of our brands, Simplicity and Guardian Funerals, families can begin the funeral process online via the e-commerce enhancements on their respective websites. These enhancements allow us to engage with our customers in a way that suits them.

The Digital Transformation program also includes the development of a digital self-service for our client families, enabling them to log into a **Customer Services Portal** and review the details of their arrangement, review product and service offerings and update details about their loved ones. Through extensive research we understand grieving families want to be empowered to use digital functions as an adjunct to our face-to-face planning processes. We have developed the Customer Services Portal for nine of our brands. The program also encompasses a shared services project to improve the logistics of arranging end-of-life events, moving from a manual, paper-based system to a highly efficient and effective service, ultimately improving the efficiency of the experience we can give to customers.

The migration of our technology services to a **cloud-based system** has also allowed us to phase out old IT equipment and infrastructure. Audits of our older software and IT equipment are regularly completed, and out-of-date equipment is either recycled, re-purposed or re-homed to schools and charities in need within our communities.



CASE STUDY:

OpusXenta launches at Forest Lawn

OpusXenta, our new **cemetery management system**, was piloted at Forest Lawn Memorial Park from August 2022, with a staged rollout to our other memorial parks over the course of the year.

- o The new system converts paper-based files for cemetery management to digital records
- o The new system provides our customers and employees with an easy-to-use system with an improved user experience and better digital search functionality
- o The system also features an online booking portal for Funeral Directors, with simple processes that assist with improving the service we provide our client families

Our transition to digital records also contributes to our environmental goals by **reducing the use of paper** records.

OpusXenta™
for InvoCare Memorial Parks

COMMUNITY HEALTH AND SAFETY

Investing in life saving equipment and training

In 2022, **95 defibrillators** were installed at 79 funeral homes and all of our memorial parks. The equipment will provide lifesaving support for sudden cardiac arrest and increase the chances of survival during a medical emergency. Our employees have completed training to support the use of the defibrillators.

The defibrillators will be installed in 90 additional InvoCare locations, with all employees being offered CPR training.



Supporting community organisations

Supporting our communities is an important priority for our brands. Many of our employees support the work of community organisations both as part of their roles at InvoCare and by volunteering their personal time. In 2022, we developed our new **Community Engagement framework** and will launch it to the business early 2023.

Earlier in the year, our teams volunteered to **March for Mental Health** and raised \$11,000 across Australia and New Zealand in support of LifeLine and the work it does in providing compassionate support for people in crisis.



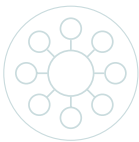
CASE STUDY: Hope and Sons Art Awards

Established in 1887, Hope and Sons have a long history of sponsoring the development of outstanding artistic talent within the Otago region, situated in the South Island of New Zealand.

The first Hope and Sons Art Awards were announced in 1998 to commemorate the 150th anniversary of the region and the 2022 Awards became the 13th biennial event, with prizes totalling \$10,500. Sponsorship of the event helps raise funds for the Otago Art Society, assisting community artists with their work.

Proud of the tradition, history and legacy represented in the exhibition, Hope and Sons have more than 150 works displayed throughout their premises in Dunedin, Mosgiel, and Palmerston.

→ 1st Prize 2022 - "Gathering of Nature", Jenny Chisholm with Andrew Maffey



COMMUNITY HEALTH AND SAFETY

CASE STUDY: Companion animals

InvoCare has embraced the opportunity to provide comfort to people in local facilities through the introduction of visits from companion animals. While visits have been limited due to COVID-19 restrictions, Le Pine Funerals in Victoria has recommenced “horse therapy”, and Spencer the Westie Terrier often makes visits to Sibuns in Auckland.

Companion animals not only have a positive effect on the families they comfort but also on the team, as the friendly wag of a tail promotes a happier workplace all round.



CASE STUDY: Bali Memorial

Allambe Memorial Park, Nerang, held a twilight service on Wednesday 12 October 2022, to honour the lives lost in the 2002 Bali terrorist attack. Initiated by the parents of one of the Australian victims, the service allowed hundreds of people to pay their respects on the 20th anniversary of the bombings.

An area of the park has been designated for a striking Indonesian-style stone memorial featuring a bronze plaque with the names of the 88 Australian victims.





COMMUNITY HEALTH AND SAFETY

Our people in the community

Our leaders continue to play a vital and active role within industry bodies to ensure we are abreast of the latest industry trends and regulations.



Steve Nobbs, Executive General Manager – Cemeteries and Crematoria

Executive Director of the Australasian Cemeteries & Crematoria Association (ACCA)

ACCA is a non-profit professional organisation providing leadership, professional services and development, communication and networking platforms to the cemetery and crematorium industry.



Matthew Hansen, Queensland Funerals Regional Manager

Continues as Queensland State President of Australian Funeral Directors Association (AFDA) and a member of the National Council.

InvoCare is represented by members on each State Council.



Tim Higgins, Executive General Manager – International, Strategy and Innovation

Non-Executive Director of Memories Group Limited

Memories Group is the company which created Memories, an innovative digital legacy platform offering families a new way to share cherished moments through living timelines and online memorials via a website and app.



Simone Ravenscroft, General Manager for Major Metropolitan Parks NSW

Director on Cemeteries and Crematoria Association NSW (CCANSW)

CCANSW advocates for members and the community on management and governance of cemeteries and crematoria.



Rachel Benns, Regional Manager for InvoCare Auckland

President of Funeral Directors Association New Zealand (FDANZ)

Rachel is the first female president in the 85-year history of the FDANZ and was elected President for a second term in 2022.

The FDANZ is committed to ensuring families receive high-quality funeral services from its members which represent 70 percent of the industry.



Calvin Tang, Assistant General Manager for our Singapore team

President of the Association of Funeral Directors Singapore (AFD)

The AFD promotes high standards for the provision of funeral services, represents the needs of the industry and ensures minimum standards are observed by the profession.

Responsible consumption and production

Reducing water use to irrigate our memorial parks is an important environmental responsibility for InvoCare.

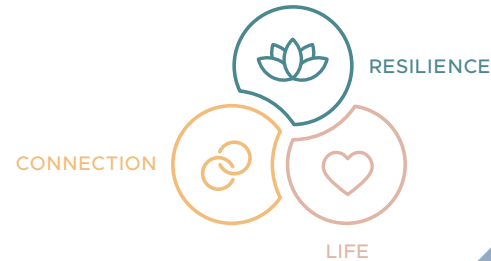
Castlebrook Memorial Park captures all rain and run off water and channels it into the dam where it is re-used to irrigate the 140 acres of gardens and lawns.



© Next steps: 2023 and beyond

In 2023, we are launching our new **Community Engagement Framework** which will support initiatives to provide the space, support and connection our communities need to live their best life and celebrate life. The framework will align our current and future community engagement initiatives on a local and enterprise level to one of three pillars: Connection, Resilience and Life.

- **Connection:** Providing the environment for connection, reflection and celebration
- **Resilience:** Supporting people with tools of resilience to face challenging moments, and prepare them for life's unpredictability
- **Life:** Investing in initiatives and programs that reduce accidental and preventable deaths



Memorial Parks are a notable part of many communities, providing spacious parklands to visit and remember friends and family members. The need for green spaces in urban areas has inspired the Parks as a Destination strategy, focused on developing our memorial parks to provide a welcoming space to connect with the community and remember the lives of loved ones. As part of implementing this strategy, in 2023 we are trialling our first **outdoor cinema night**, inviting funeral directors and their families to enjoy the experience in the Northern Suburbs Memorial Gardens, Sydney.

After a three-year hiatus due to COVID-19 and rain interruptions, the traditional **ANZAC Day Dawn Service** held at Pinegrove Memorial Park, Sydney, will be enhanced by inviting people to stay a little longer, listen to a local band and enjoy breakfast, with proceeds going to Legacy, a charity dedicated to supporting veterans.

Plans are underway to build raised garden beds to create a **community vegetable garden** at Castlebrook Memorial Park, commencing mid-2023. Initially, our Sydney-based teams will be invited to establish the gardens and the community will also be invited to join. We will also be exploring how to attract beneficial insects to our parks.

As we strive to bring our Parks as a Destination strategy to life, we will continue to research and plan events and activities to connect and give back to our local communities.



OUR PERFORMANCE



PLANET



InvoCare is conscious of our responsibility to reduce our environmental footprint and protect our planet for future generations.

Focusing on our use of energy is a key initiative within our Sustainability Strategy and an important aspect of lowering our overall greenhouse gas (GHG) emissions. We are focusing on investigating and trialling innovative solutions to help minimise emissions, reduce waste and promote responsible sourcing.

During 2022, we have focused on better understanding our greenhouse gas emissions. To establish our baseline footprint we prepared the inventory in accordance with the World Resource Institute (WRI)/World Business Council on Sustainable Development (WBCSD) Greenhouse Gas Protocol: "Corporate Accounting and Reporting Standard". Our Scope 1 and 2 greenhouse gas footprint is made up of 57% electricity, 31% natural or liquid petroleum gas and 12% liquid fuels across our Australia, New Zealand and Singapore operations.





Sustainable building development

We reviewed current approaches to building design and construction for opportunities to **improve building efficiency** and performance. The design specification includes insulation, passive heating and cooling systems, double glazing, energy efficient lighting, irrigation, air conditioning and refrigeration, catchment tanks and the suitability of solar panels for our buildings.

This study is the first stage of review and considered high level opportunities with a view to identifying priorities for further investigation.

The scope of the review included architectural and engineering design guidelines as well as sample design documentation from two major building types within the InvoCare portfolio, Funeral Homes and Shared Services buildings. This review identifies best practices in building efficiency and performance that might be expected of buildings matching the scale and purpose of the selected building types. Part of the evaluation of the opportunities highlighted what positive sustainability impacts might be realised. Each category of initiatives provided a qualitative assessment of the benefit to determine the priority rating for adoption.

CASE STUDY: Adopted design and construct sustainability initiatives for Le Pine Funerals' new facility in Coburg, Victoria

The construction of our new facility in Coburg was an opportunity to put sustainable building concepts into action. The facility includes a rooftop 10kW Solar PV system and has been designed to achieve a 10% improvement on the Building Code of Australia with respect to thermal efficiency. Energy efficient LED lighting has been installed and the building utilises predominantly 5-star WELLS rated plumbing fixtures throughout. A water efficient landscaping design has been adopted and includes low water use plant species as well as a drip irrigation system that delivers water straight to the root structure to minimise water evaporation. We have also installed a below ground 15,000L rainwater harvesting tank servicing amenities. Raingardens have been incorporated into the garden beds throughout the site to filter stormwater.

In addition to these sustainability elements, we are exploring the integration of an energy recovery and demand control system into the building's Chapel air conditioning. If adopted, these additional building efficiency systems will significantly reduce the overall energy requirements for the Chapel's heating and cooling system.



Artist Impression

“ initiatives provided a qualitative assessment of the benefit to determine the priority rating for adoption ”

Electrifying our fleet

In 2022, we increased the number of hybrid cars in our fleet to 32 (replacing four petrol cars and 28 diesel cars).

We continue to investigate trials of the most recent generations of hybrid vehicles in Australia and New Zealand, taking into consideration the specific requirements of our operations.

During 2022, we successfully trialled **battery powered robot mowers** in Lake Macquarie Memorial Park and Northern Suburbs Memorial Gardens, and we have implemented this technology at Northern Suburbs with plans to implement robot mowers across our portfolio of memorial parks.

The satellite-based technology enables the mowers to work within virtual pre-set boundaries. This makes it an easy and flexible solution with the ability to track performance via mobile phone app. These advanced, highly effective and very quiet robotic mowers with all-wheel drive are designed to navigate obstacles, tough terrain and slopes of up to 70% (or 35°). The terrain navigation capability provides a dual safety benefit in difficult or steep terrain by eliminating both the need for our teams to manually operate push mowers and roll over risks associated with ride-on mowers. Additionally, they are very low maintenance, and there are no direct emissions from their operation.



Modern Slavery and Supply Chain Code of Conduct

Given InvoCare's organisational size, we ensure continuous management of our Modern Slavery obligations so that our business operates in a way that aligns to the expectation of community standards, our own **Supply Chain Code of Conduct** and our **CARES values**.

2022 has seen a continued focus on managing potential exposures of Modern Slavery risks within the value chain of InvoCare. This has been achieved through the engagement of a data and supply-chain mapping technology company to provide guidance on Modern Slavery Risks in our Supply Chain. This work has provided greater insight and understanding of third-party Modern Slavery risks and an internal evaluation of our existing and future mitigants. This has been captured in the **InvoCare Modern Slavery statement** which is publicly available.

Anti-modern slavery training was completed by a cohort of employees who have responsibility for procuring products and services.



Upgrading our cremators

Over the course of 2022, we retired seven inefficient gas or diesel cremators in New South Wales and Queensland and upgraded existing gas cremators in Western Australia and Victoria across our pet cremations business. The replacement cremator fleet utilises **enhanced energy efficient technology** resulting in reduced overall gas usage.

CASE STUDY: Orokonui Ecosanctuary

Hope and Sons make an annual contribution of between \$12,000-\$15,000 to the Orokonui Ecosanctuary in Dunedin, New Zealand.

The Ecosanctuary protects native plants and animals, including rare Kiwi birds, and acknowledges the contribution through the placement of a bench seat, inset with a plaque in memory of the families Hope and Sons have cared for each year. The Ecosanctuary records where each seat is placed, and visitors are able to locate their seat, reflect and appreciate the unique experience of the Ecosanctuary.

Each year Hope and Sons also hold a Orokonui Remembrance Walk as a unique way to bring families together to remember their loved ones.



“ visitors are able to locate their seat, reflect and appreciate the unique experience... a unique way to bring families together to remember their loved ones. ”



© Next steps: 2023 and beyond

In the coming period, we will dedicate resources and seek specialist advice to confirm our greenhouse gas target methodology and ambition.












We will pilot and test technologies, evaluate energy efficiency and electrification opportunities, consider renewable electricity as part of our energy mix and research how to shift our fleet to lower emission vehicles. These activities will assist us to build our **emissions reduction investment plan** and inform our **climate risk assessment**. We will assess sustainable building design features for application to newly constructed locations to minimise our impact on energy and water use for our facilities.

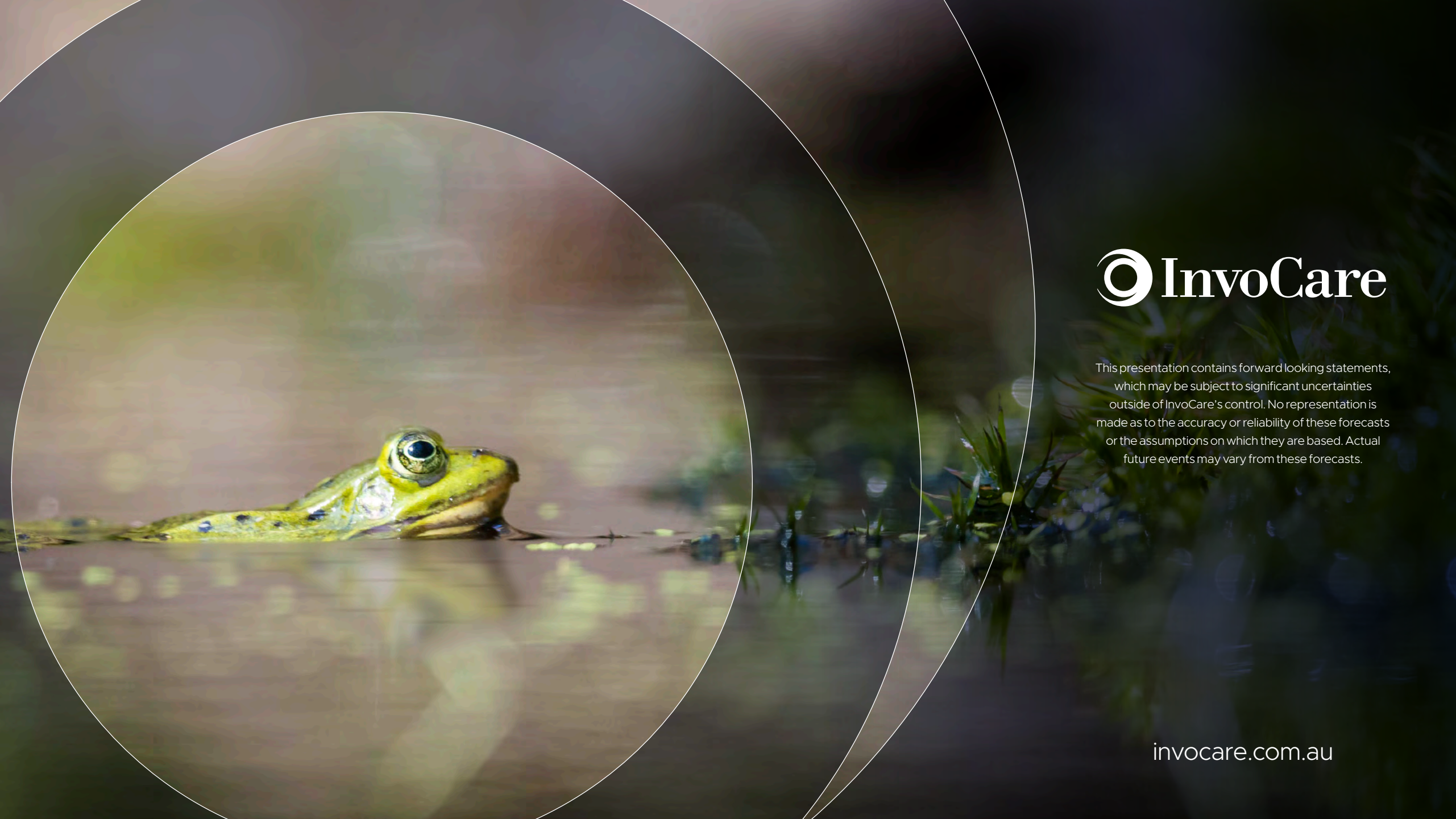
Over time our **cremator replacement program will be extended**, introducing more energy efficient technology across our business. We will also continue investigations into alternative lower emission intense energy solutions and plan to undertake a trial of a hydrogen/gas blend cremator toward the latter half of 2023.

Trials to reduce fossil fuel consumption by using electric power tools for memorial park maintenance will continue into 2023. Power tools will be replaced over time, depending on the successful outcome of these trials. We will also introduce full EV All-Terrain Vehicles (ATV) to our fleet.

Modern Slavery focus for 2023 will see InvoCare **engage further with its suppliers** by introducing our **Supplier Code of Conduct** (Code) to our top 100 suppliers and conducting up to five modern slavery audits of key suppliers. We will be seeking attestations from our top 50 suppliers to confirm adherence to the Modern Slavery obligations and include those obligations into current agreements. For new suppliers joining the InvoCare network, we will provide transparency of our expectations through contractual arrangements which include compliance with the Code.



Dimension of Sustainability		Aspects (SDGS)	Metric	2023 Goal
PEOPLE 	Mitigating physical injury and psychological harm	 3 GOOD HEALTH AND WELL-BEING	Total Recordable Injury Frequency Rate (TRIFR)	10% reduction
	Ensuring customer expectations are met	 8 DECENT WORK AND ECONOMIC GROWTH	Net promoter score (NPS)	Maintain NPS >80
	Ensuring employees are happy in their roles	 10 REDUCED INEQUALITIES	Employee engagement	+ 2 Points
	Ensuring women and men have equal opportunities	 10 REDUCED INEQUALITIES	Gender balance	Within 60 women : 40 men
PLACE 	Modern slavery risk mitigation	 8 DECENT WORK AND ECONOMIC GROWTH	Introduce Supplier Code of Conduct (Code) to our top 100 suppliers	100%
		 8 DECENT WORK AND ECONOMIC GROWTH	Conduct up to five modern slavery key supplier audits	100%
	Ensuring appropriate levels of return on capital employed (ROCE)	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	ROCE	> 11%
PLANET 	Minimising greenhouse gas emissions	 7 AFFORDABLE AND CLEAN ENERGY	Confirm greenhouse gas footprint	Determine the reduction target methodology and pathway



This presentation contains forward looking statements, which may be subject to significant uncertainties outside of InvoCare's control. No representation is made as to the accuracy or reliability of these forecasts or the assumptions on which they are based. Actual future events may vary from these forecasts.

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