

2025

Environmental, Social & Governance Report



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A word from our Chairman

Our Founder, Sir Graeme Douglas, firmly believed the success of the company lay not only in the financial performance of the enterprise, but also in the positive way in which the company built relationships with its wider stakeholders and communities. Sir Graeme’s legacy remains at the heart of our values and the way we conduct business.

We are proud of the longevity of our business partner relationships, with many having been in place for several years. We thank our suppliers who have supported Douglas’ sustainability initiatives with their own contributions.

The Board of Directors remains motivated to deliver the highest quality efficacious products to improve and enhance healthy outcomes.

By maintaining our Toitū Carbon Reduce certification for five consecutive years, we continue to reduce our environmental impact and remain focused on embedding sustainable practices across our operations.

DAVID PILKINGTON
Chairman



A word from Jeff Douglas

Douglas has always focused on improving lives. Right from the beginning – when my father developed a cough syrup because he couldn’t find a product to treat patients over 55 years ago – to the advanced research we are doing today into cancer and severe depression, we have focused on how we can improve patients’ health outcomes.

Douglas continues to grow and adopt new technologies and practices that enable us to improve lives. In this report, we highlight new initiatives such as the installation of a high-efficiency chiller to reduce gas consumption, as well as our investment in advanced water treatment systems to enhance our stewardship of natural resources.

At the heart of our business are our people. I am very proud of the talented and diverse team we have assembled and am committed to developing and supporting them to be the very best they can be.

An important part of our focus on people is our commitment to our community. We support numerous health charities including hospices, Starship Children’s Hospital, and the Westpac Rescue Helicopter, and we continue our commitment to support Athletics New Zealand.

As part of our commitment to being a good corporate citizen, our ESG report provides a summary of our journey over the last 12 months and insights into our plans to grow a more sustainable business.

JEFF DOUGLAS
Managing Director

About Douglas

Who are we?

Douglas is a New Zealand success story with a reputation for high manufacturing standards, quality products, and outstanding client service.

Douglas was founded in 1967 by West Auckland chemist Sir Graeme Douglas who dispensed prescription medicines. In 1980 he turned his hand to manufacturing and by the 1990s he was successfully researching and developing his own products for the domestic and international markets.

Today Douglas employs over 650 people and exports more than 40 products to over 50 countries around the world. Douglas has sites in Auckland and Fiji. It is New Zealand's largest family-owned healthcare company.

What we do

At Douglas we believe that happy, healthy people deliver sustainable high performance. We believe that together we're on a journey to be our best.

Our mission is to improve lives by providing access to innovative, competitive, and high-quality healthcare solutions. We are building on our proven capabilities through three strategic pillars of growth:

- Build a leading and globally competitive pharma business.
- Become a sustainable consumer business renowned for its portfolio of brands across New Zealand and Australia.
- Develop in world-leading novel medicines which address clinically unmet needs.

Our Vision for sustainability

For over 55 years we've had great success, but we know to continue growing and thriving in the future, we need to focus on building a sustainable business that is profitable, cares for the planet, and improves people's lives. We take our responsibility seriously and work continuously to improve our sustainability performance to achieve the Environment, Social, and Governance (ESG) needs.



Through our core mission to improve patient outcomes and our investment in employee wellbeing, we advance health on multiple levels: from the communities we serve to the people who power our business.



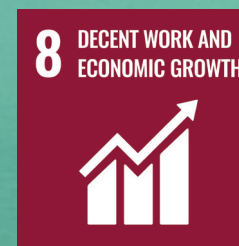
We champion inclusivity and diversity, ensuring equal opportunities and fair representation across all roles and leadership levels.



We improve water efficiency and strengthening sustainable water management across our operations.



Our investment in high-efficiency equipment, such as the new chiller system, demonstrates our commitment to reducing reliance on fossil fuels and enhancing energy efficiency.



We foster a safe, inclusive, and high-performing workplace through strong SHHE practices, leadership development, and equitable employment opportunities.



We support resilient communities through charitable partnerships, volunteering, and environmental initiatives that promote local wellbeing.



We aspire to embed sustainability across our value chain, promoting ethical sourcing, responsible production, and exploring opportunities for circular packaging and waste reduction.



We actively measure, manage, and reduce our carbon footprint, aligning with national and global climate targets.



We foster a culture of integrity, transparency, and ethical conduct across all aspects of our business.



We collaborate with industry partners, suppliers, and certification bodies to multiply our impact and accelerate sustainable progress.



Together, these goals provide a roadmap for Douglas to deliver value beyond business performance, and to build a company that protects the planet, empowers people, and operates with purpose.

Governance

Contribution to the UN SDGs

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

Internal Governance

At Douglas, we recognise that strong governance underpins our ESG journey. While our structures are still evolving, we are committed to creating the right foundations to support long-term progress.

ESG Committee

We have established an ESG Committee that brings together people from across the business to guide our efforts, monitor priorities, and ensure sustainability is part of decision-making. The Committee works closely with leadership and operational teams, keeping our approach practical and adaptable.

Our Approach

We focus on collaboration, accountability, and continuous improvement. As our ESG practices mature, we are aligning with recognised international frameworks, including the United Nations Sustainable Development Goals (UNSDGs), to ensure our governance remains credible and forward-looking.

Endorsement	BOARD		
Strategic Direction	ELT		
Strategy, Goals, Escalation to ELT	ESG STEERING COMMITTEE		
Working group to deliver & track	ENVIRONMENT	SOCIAL	GOVERNANCE

External Audit and Assurance

We engage external auditors and platforms such as EcoVadis to evaluate our sustainability practices, ensuring transparency and accountability.

EcoVadis

Douglas has partnered with EcoVadis since 2021 to benchmark and enhance our broader ESG performance. We have maintained a Bronze rating, recognising our continued focus on ethical governance, transparency, and accountability. This partnership reinforces our alignment with UN Sustainable Development Goal 16 (Peace, Justice and Strong Institutions) and reflects our dedication to operating responsibly and with integrity across all aspects of our business.

Together, these verified achievements demonstrate Douglas’ commitment to measurable climate action, responsible governance, and sustainable growth, ensuring that our operations today contribute to a more resilient and ethical future.



Pharmaceutical Supply Chain Initiative (PSCI)

The Pharmaceutical Supply Chain Initiative (PSCI) is a collaborative effort among pharmaceutical companies to promote responsible supply chain management and ethical business practices within the pharmaceutical industry. PSCI aims to improve environmental, social, and ethical performance throughout the pharmaceutical supply chain by establishing common standards and guidelines. Douglas participated in a PSCI audit in 2024.



Data Privacy and Security

Douglas maintains a strong, multi-layered cybersecurity programme aligned with the National Institute of Standards and Technology (NIST) framework. This approach ensures continuous protection, detection, and response across our global operations. Our digital infrastructure is secured through multi-factor authentication, network segmentation, access control governance, and ongoing vulnerability management.

We partner with a specialist cybersecurity provider to deliver 24/7 threat monitoring, detection, and incident response support. This partnership enhances our internal capability by providing advanced analytics, real-time alerting, and proactive defence against evolving threats. In addition, an AI-driven email protection system provides an intelligent layer of defence against phishing, business email compromise, and credential-harvesting attempts, historically the most common source of cyber incidents across the industry.

To further strengthen our resilience, Douglas engages independent security experts to perform annual penetration testing. These assessments help identify potential vulnerabilities, validate the effectiveness of our controls, and test our ability to detect and respond to simulated cyberattacks.

Findings are reviewed and addressed through a continuous improvement process.

Security awareness and resilience are central to our approach. All employees undertake mandatory annual cybersecurity training, complemented by regular, randomised phishing simulations to strengthen behavioural defences. Our phishing test failure rates remain very low, reflecting a strong culture of awareness and vigilance across the business.

Douglas operates a formal incident response process, ensuring that potential security events are rapidly identified, escalated, and resolved in collaboration with the Digital Technology team and our security partners.

Data privacy is embedded in our digital governance and forms part of our ethical commitment to customers, patients, and employees. We adhere to an on-premise-first strategy for systems handling sensitive or regulated information to maintain data sovereignty and regulatory compliance.

Artificial Intelligence and Responsible Technology Use

Douglas takes a measured and responsible approach to adopting Artificial Intelligence (AI) tools. Our AI Tools Acceptable Use Policy defines clear principles for ethical and secure AI use, requiring employees not to share confidential or personal data with external AI platforms and to verify the accuracy of AI-generated information.

AI technologies are selectively deployed to enhance productivity, data analysis, and communication, under strict governance oversight. Employees are encouraged to use AI

responsibly for approved business purposes, while safeguarding the confidentiality and integrity of Douglas information.

As emerging technologies evolve, Douglas remains committed to ensuring that innovation is balanced with robust risk management, privacy protection, and alignment to global best practices.

Quality Assurance

We believe we have a duty to the consumers of our products to ensure that they are of the highest quality, are manufactured in a controlled way by experts in their fields, and that they are effective. We live by the principles of Good Manufacturing Practice (GMP), which drives quality across everything we do. This means everything we make is documented, tested, checked, audited, and independently verified before it gets to the consumer. We can trace every step and person involved in the manufacturing of every single product.

Douglas managed over 45 audits in this financial year conducted by regulatory authorities, our customers, and internally. We also audit our vendors to ensure their product quality and compliance. Audits are a snapshot of how we and/or our vendors operate, and to confirm the quality systems comply with the applicable standards. However, the follow up on findings during audits ensures continuous improvement and elimination of potential nonconformities. The latter supports product quality and patient safety.

Audits are essential to ensure Douglas is granted and maintains the necessary regulatory approvals to manufacture and supply medicines to patients in New Zealand and all our export markets. Douglas has not had any product recalls over the last 12 months (2024 – 2025). Our dedicated Quality Assurance team ensures compliance in terms of:

- Good Manufacturing Practice (GMP) compliance with laws, regulations, and our internal audit procedures
- Identifying gaps in our quality system and improving the system
- Customer assurance in our processes
- Identifying gaps with our vendors.

The key GMP systems audited are: Quality System, Materials, Laboratory Controls, Facilities & Equipment, Packaging & Labelling and Production.

We are compliant with the following regulatory authorities:

- US FDA – United States Food and Drug Administration
- Medsafe – New Zealand Medicines and Medical Devices Safety Authority
- TGA – Therapeutic Goods Administration of Australia

US Food and Drug Administration Quality Management Maturity Pilot Programme

In 2024 – 2025, Douglas participated as one of nine companies globally in the last US FDA Quality Management Maturity (QMM) pilot. This voluntary initiative goes beyond current standards to strengthen the global drug supply chain.

The QMM programme assesses the strength of a manufacturer’s quality management system and culture beyond regulatory compliance, encouraging proactive, data-driven, and sustainable practices.

The FDA’s assessment team observed examples of Douglas’ quality management practices and held discussions with key personnel, senior leaders, and subject matter experts over a week on-site in New Zealand, scoring five practice areas:

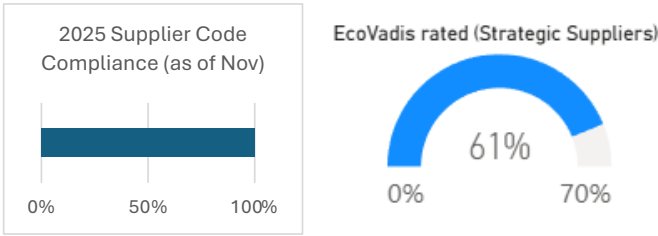
- Management commitment to quality
- Business continuity
- Advanced pharmaceutical quality systems
- Technical excellence
- Employee engagement and empowerment.

Participation in the QMM programme provided an objective, third-party review of our quality culture, clarified key focus areas for further strengthening, and reinforced collective ownership of quality excellence across the organisation. Open collaboration with the FDA team also offered valuable external insight and benchmarking.

This assessment reinforced Douglas’ commitment to maintaining high standards across all aspects of its operations.

Supply Chain Sustainability

As part of our commitment to responsible and ethical business practices, Douglas requires all suppliers to formally acknowledge and comply with our Supplier Code of Conduct during the vendor onboarding process. In 2025 (YTD), 100% of newly onboarded vendors (103 in total) accepted the Douglas Supplier Code of Conduct, reinforcing our expectations regarding labour standards, environmental stewardship, human rights, and ethical business conduct. This strong compliance across our supply chain strengthens the integrity of our operations and supports our ongoing efforts to promote sustainable and responsible sourcing.



alignment with our expectations.

Using the EcoVadis platform, we gain actionable insights into areas such as carbon management, labour rights, and responsible sourcing. These assessments enable us to identify strengths, address risks, and collaborate directly with suppliers to support continuous improvement. Embedding sustainability criteria into our procurement processes ensures that ethical and environmental performance sit alongside cost, quality, and reliability as core measures of supplier success.

This work strengthens transparency and responsibility across our global supply chain and ensures that the materials and partnerships underpinning our medicines reflect Douglas’ values of integrity, accountability, and care. The programme supports UN SDG 12 (Responsible Consumption and Production) and SDG 17 (Partnerships for the Goals), reinforcing our commitment to a more responsible and resilient supply chain.

In 2025, Douglas expanded its partnership with EcoVadis to assess and manage supplier sustainability more comprehensively. While EcoVadis continues to independently benchmark Douglas’s own ESG performance (see Governance section), we are now leveraging the same global platform to evaluate the environmental, social, and ethical performance of our key suppliers.

We reached a significant milestone in FY25 by achieving our target of having more than 50% of our strategic suppliers assessed through EcoVadis, and this progress has continued. To date, over 60% of our strategic suppliers are now onboarded and evaluated, providing clear visibility into their sustainability performance and



Environmental

Contribution to the UN SDGs

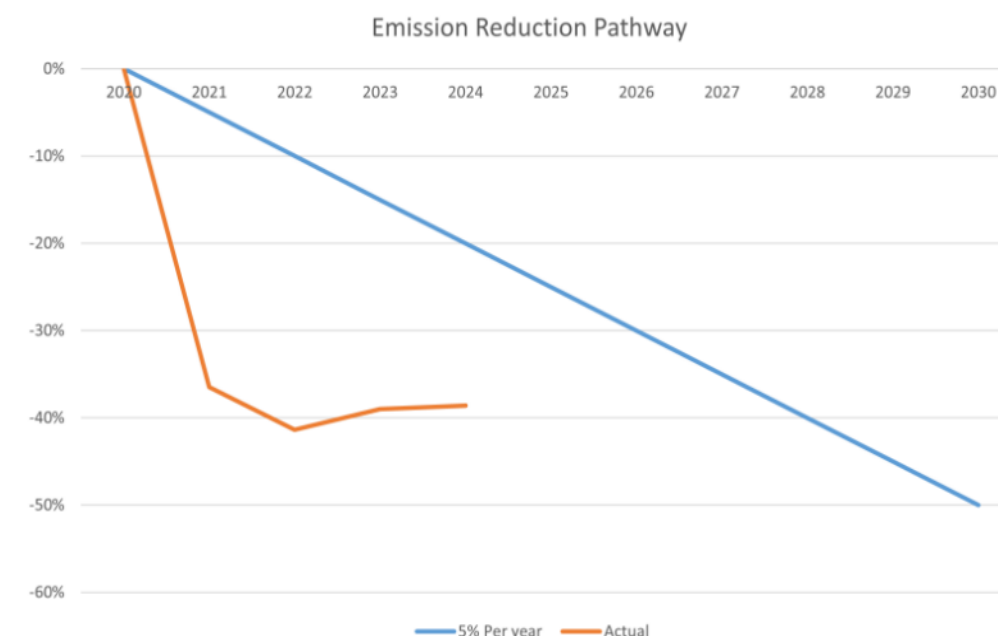
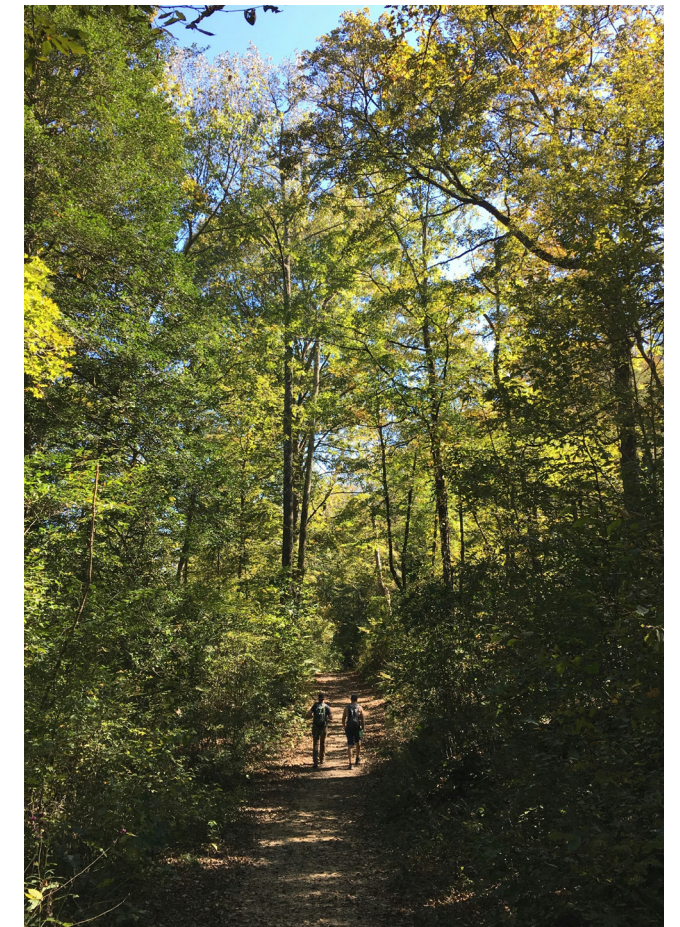


Climate Change Mitigation

Douglas recognises New Zealand's national commitment to achieving net zero carbon emissions by 2050, and we have aligned our environmental strategy with this goal. As a science-based, innovation-driven company, we acknowledge that our operations contribute to global emissions, and we take responsibility for managing and reducing our carbon footprint through measurable, long-term action.

Since our FY2020 baseline, Douglas has committed to achieving absolute annual carbon reductions of 5%, reflecting both ambition and accountability in our decarbonisation pathway. Our focus is on direct (Scope 1) and indirect (Scope 2 from electricity consumption) emissions within our manufacturing and operational boundaries, supported by ongoing efficiency projects, data transparency, and third-party verification through Toitū Carbon Reduce certification.

By driving energy efficiency, reducing natural gas use, and adopting cleaner technologies, we contribute directly to SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action). These initiatives also reflect our dedication to the wider global transition toward a low-emissions economy – one that protects the planet while supporting sustainable business growth.



Understanding Our Emissions Profile

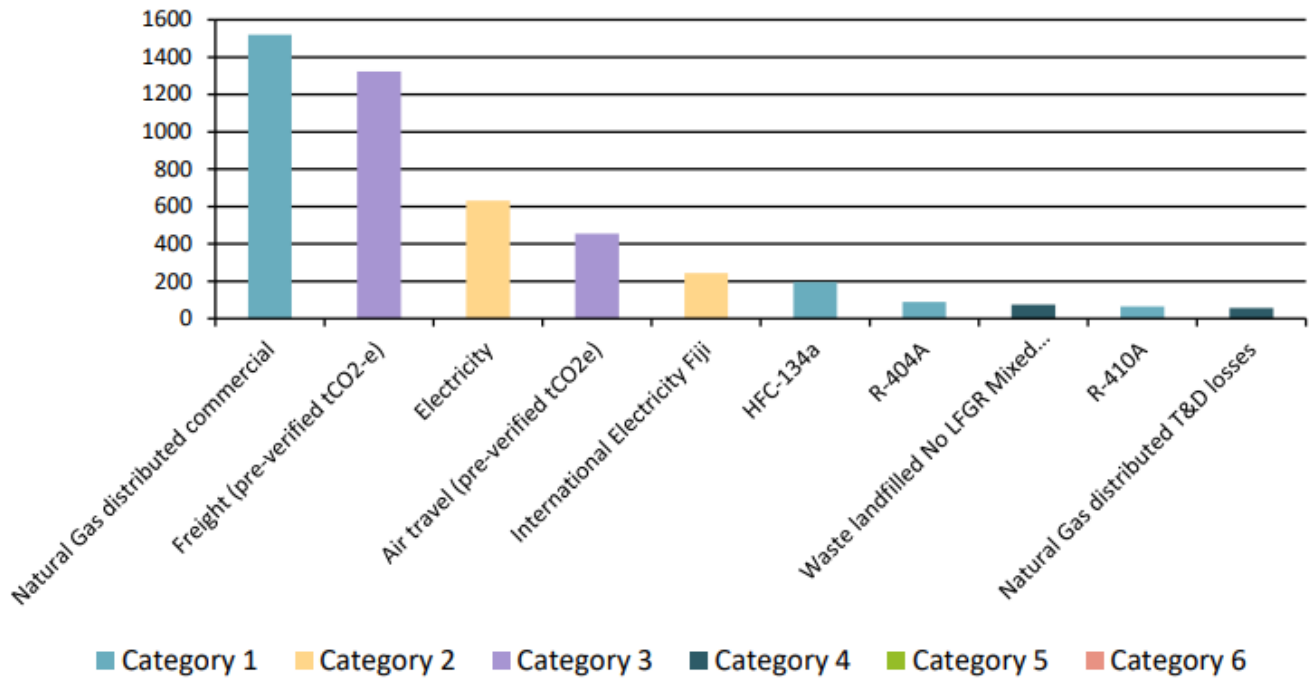
The chart below highlights that natural gas consumption remains the largest single contributor to Douglas’ carbon emissions, primarily from heating and manufacturing processes. Recognising this impact has guided our emissions-reduction strategy and prioritised targeted interventions in our operations.

In recent years, Douglas has developed a decarbonisation roadmap for the manufacturing site in Henderson and has implemented several energy efficiency measures – including replacement of air handling units with energy efficient units, enhanced pipe insulation, optimised temperature control, and refined process scheduling to lower gas usage. These initiatives have already achieved measurable

reductions in Scope 1 emissions while improving overall energy performance (see the following section).

Building on reductions already achieved, a new chiller project coming online in Q4 2025 is expected to further reduce Scope 1 emissions. This initiative exemplifies our Double Materiality approach, where essential asset renewal is leveraged to advance both cost efficiency and sustainability outcomes. This data-driven approach demonstrates how emissions monitoring informs meaningful climate action. By turning insights into tangible improvements, Douglas continues to move decisively toward a more efficient and sustainable energy future, advancing our commitment to SDG 7 and SDG 13.

Top 10 emissions (tCO₂e) by source



Reducing Gas Consumption

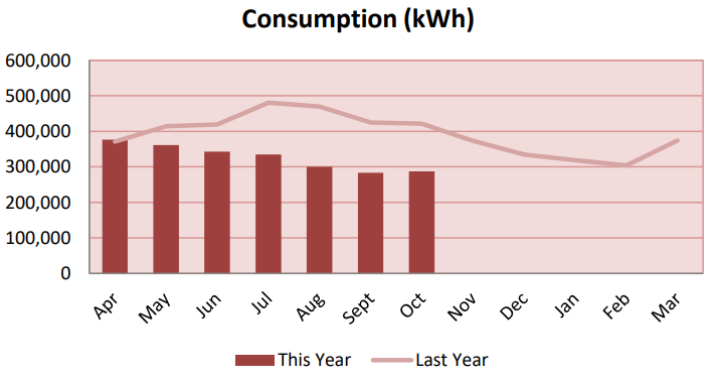
In 2025, the Douglas Manufacturing site in Henderson, Auckland introduced a range of operational improvements focused on lowering natural gas consumption across key manufacturing facilities. These included enhanced pipe insulation and reduced temperature settings of the hot water distribution of the HVAC system, both of which have contributed to 25% reduction in natural gas consumption and associated Scope 1 emissions.

Building on this progress, Douglas invested in a new high-efficiency four pipe chiller system installation at our Henderson site in late 2025.

This technology recovers the heat from the chiller which will be used for the hot water distribution of the HVAC system. This transition will substantially reduce our natural gas consumption and direct emissions. It will be a major contribution to our goal of decreasing reliance on fossil fuels.

Together, these actions strengthen our contribution to SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action), while naturally linking to the following section, Low-Carbon Electricity Supply in New Zealand, which highlights the national energy landscape supporting our transition.

Gas Consumption Trends:
Current vs Previous Year



Sustainable Fleet Transition

As part of Douglas’ ongoing Eco-Sustainability Programme, we continue to take practical steps to reduce our environmental footprint across all aspects of our operations – including business travel. One key initiative has been the transition of our corporate vehicle fleet toward low-emission hybrid technology, demonstrating our commitment to cleaner and more efficient mobility.

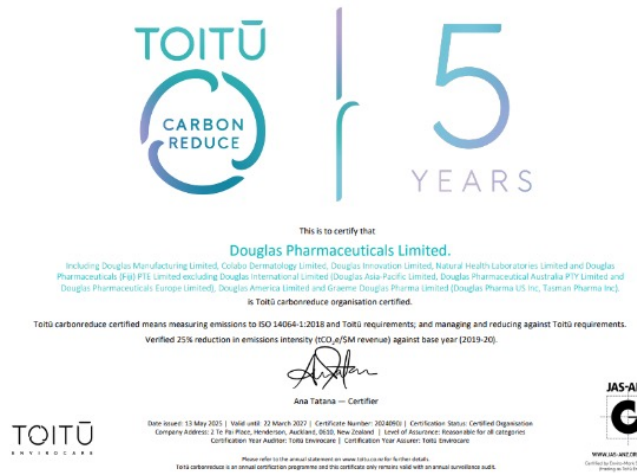
Our fleet strategy prioritises safety, environmental performance, and operational efficiency. By adopting hybrid vehicles, we have reduced our reliance on fossil fuels and achieved measurable improvements in fuel efficiency, while maintaining the highest standards of driver safety. The self-charging hybrid system allows for a significant portion of urban travel to operate under electric capability, reducing emissions without the need for additional charging infrastructure. As a result, over 85% of our corporate vehicle fleet is now hybrid or electric. This transition contributes directly to SDG 7 (Affordable and Clean Energy), SDG 11 (Sustainable Cities and Communities), and SDG 13 (Climate Action), reflecting our focus on responsible energy use, safer operations, and sustainable growth.

Toitū

Douglas has proudly maintained Toitū Carbon Reduce certification for five consecutive years, with our 2025 recertification verified in accordance with ISO 14064-1:2018 and ISO 14064-3:2019 standards. This independent verification confirms the robustness of our carbon management systems and the accuracy of our greenhouse-gas inventory under internationally recognised protocols.

In 2023/24, Douglas achieved measurable reductions in annual emissions continuing a 25 percent improvement since the 2019/20 base year. This milestone reflects our sustained commitment to climate action, directly aligning with UN Sustainable Development Goal 13 (Climate Action). It also highlights the positive trajectory of our decarbonisation journey, supported by tangible initiatives such as the installation of a new energy-efficient chiller, transition to hybrid vehicles and digitalisation of processes.

Through verified performance and continuous improvement, Douglas continues to lead in transparent, science-aligned carbon management while advancing toward net-zero emissions by 2050.



Low-Carbon Electricity Supply in New Zealand

New Zealand’s electricity supply is among the cleanest in the world, with over 85%of generation coming from renewable sources such as hydro, geothermal, and wind. This renewable-dominant energy mix results in a very low carbon intensity of grid electricity – typically below 100 grams of CO₂ per kilowatt-hour, compared with a global average above 400 grams. As a result, our operations benefit from a naturally low Scope 2 emissions profile, reflecting both the New Zealand’s and Douglas’ shared commitment to sustainable, low-carbon energy generation.

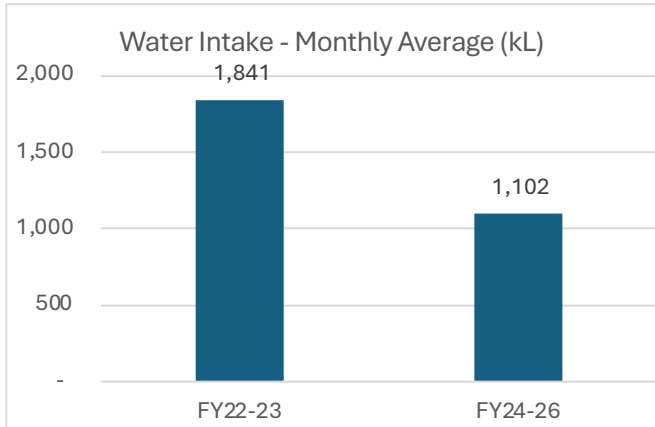
Water Stewardship

Douglas has partnered with Watercare, the local government water utility provider, to strengthen sustainable water management practices, focusing on reducing wastewater discharge and embedding best practice across our operations.

In the manufacturing site in Auckland, we have achieved over 30% reduction in water consumption over the past three years, by optimising processes within our existing purified water plant and improving overall operational efficiency.

Building on this progress, we have invested in 2025 in an advanced low energy purified water treatment system that will enable us to reduce further our water consumption through increased water recovery.

Scheduled for commissioning in early 2026, this initiative marks a transformative step in sustainable water management and reinforces our commitment to responsible resource use.



Waste Management and Recycling

Douglas is committed to responsible waste management and continues to take proactive steps to divert waste from landfill wherever possible. We carefully monitor and manage a range of waste categories, including pharmaceutical waste, cytotoxic waste, recyclables, and general waste, ensuring that all are handled safely and in accordance with environmental and regulatory standards.

A key focus has been strengthening recycling systems across our operations. One example is the introduction of a 660-litre recycling system for the weekly collection of clean laboratory glass bottles and cafeteria milk bottles. These materials are properly segregated and sent for recycling through certified partners, ensuring valuable resources are recovered and reprocessed into new products rather than disposed of in landfill.

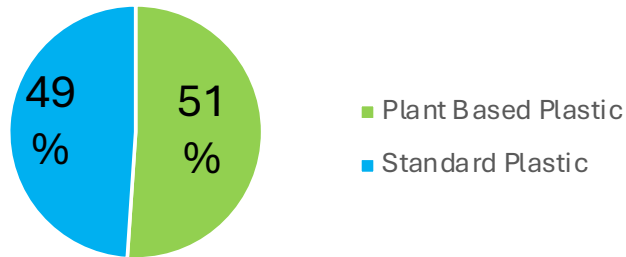
This initiative demonstrates Douglas’ practical approach to sustainability: integrating small but meaningful improvements into everyday operations that collectively contribute to a cleaner, more sustainable workplace.

Through these ongoing actions, Douglas supports SDG 12 (Responsible Consumption and Production) by promoting effective waste diversion, recycling, and responsible resource management.

Sustainable Packaging

Plant-Based Plastics

In 2025, Douglas introduced plant-based plastic bottles for selected products as part of our commitment to reducing reliance on fossil fuel-derived materials. Made from renewable sources such as sugarcane, these bottles provide a more sustainable alternative to conventional plastics and are fully recyclable within existing recycling systems. By Q1 2026, 51% of our plastic bottles (by units) will be plant-based, marking a significant step toward improving the sustainability of our packaging portfolio. This initiative reflects our ongoing collaboration with suppliers and aligns with SDG 12.



Responsible Packaging from Sustainable Local Sources

At Douglas, we are committed to reducing our environmental footprint across every aspect of our operations, including packaging. We have started to transition our product cartons to paperboard sourced from responsibly managed New Zealand forests and produced at a local mill, supporting both sustainable forestry practices and the local economy. The paperboard carries FSC® certification, ensuring that the wood fibre comes from verified sustainable sources that protect biodiversity, uphold workers’ rights, and maintain forest health. By sourcing locally and choosing certified sustainable materials, we not only reduce transportation emissions but also contribute to responsible consumption and production, in alignment with SDG 12.



Social

Our Culture

Our aspirational culture statement expresses the very best of the culture we have today, and stretches us towards the culture we aspire to have. Douglas is dynamic and future focused. We are empowered to do our life's best work. We have clarity of what's expected of us, we know how to get things done, and we work together to get there. We are ONE Douglas - together we create a culture of success!

- We are curious to learn and constantly challenge the way we do things.
- We are open and trust people, we do what's right, we embrace diversity and demand fairness.
- We learn from our mistakes, celebrate our wins, and have fun.
- We are savvy business-people and we understand the needs of our customers and patients.
- We are inspired and coached by self-aware and transparent leaders who challenge us to be our best.
- We work hard and smart because we want to be a high performing team and organisation that makes a real difference.

Our Behaviours

Each of us have a role to play, and that is through our behaviours and our actions, every single day. To ensure all employees are crystal clear on what matters most here, we've created the I AM Behaviours for everyone, and I LEAD Expectations for people leaders. We reinforce the importance of our behaviours through our performance review process and integrate them into our everyday conversations.

Our I AM Behaviours describe the four critical behaviours that we know will make the biggest difference to our success. It's about us all knowing which behaviours matter most here at Douglas. Being clear on what they look like in action, so that we know what is expected of us, and what great looks like. This enables accountability for our own performance, development, and success.

- I AM: **Curious** to Learn because I want to be my best
- I AM: Optimistic about **Change** because we need to evolve for the future
- I AM: Driven by **Continuous Improvement** because there is always a smarter way
- I AM: a **Collaborator** because we win together.

The I LEAD Expectations are a foundational requirement of people leaders that provide clarity and consistency of what is expected. It covers both leading teams and leading individuals, as both matter equally!

- CLARIFY**
Set direction. Create focus. Own the outcome.
- CONNECT**
Build trust. Lead with empathy. Create belonging.
- COACH**
Grow potential. Support development. Tackle issues.
- CELEBRATE**
Make people feel valued. Highlight impact. Shine a light.

As leaders we create clarity, build trust, and lead with courage. We inspire with purpose, act with integrity, and bring out the best in our people so together we achieve meaningful impact. Our people grow stronger, go further, and feel proud to be led by Douglas leaders.

Contribution to the UN SDGs

3

GOOD HEALTH AND WELL-BEING

5

GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

11

SUSTAINABLE CITIES AND COMMUNITIES

16

PEACE, JUSTICE AND STRONG INSTITUTIONS

Culture of Feedback and Transparency

Reward and Recognition

We use Workday Peakon, a staff engagement tool, to give our people the chance to confidentially share thoughts, concerns, and ideas with their leaders on a regular basis and shape their experience working at Douglas. Every quarter our people have the chance to answer a broad selection of questions that cover how they feel about our company culture, health and safety, wellbeing, work environment, growth and development, leadership, reward and recognition, co-worker relationships, and more. This enables us to make micro and macro changes to improve our culture and make Douglas an even better place to work.

We are proud to share that, as of October 2025, our Employee Net Promoter Score (eNPS) is +41, which means that we have great loyalty and engagement and are in the top 25% of Healthcare – Pharmaceuticals, Biotechnology, and Life Sciences companies worldwide (measured by Workday Peakon).

We value great work and celebrate success. We actively promote the achievements of teammates, not just within our teams but with other stakeholders across Douglas. We recognise our strengths and achievements, and we reward people in a way that works for them. We also value loyalty and celebrate tenure through our service anniversary programme.



Safety, Health, Hygiene, & Environment (SHHE)

We are deeply committed to fostering a safe, healthy, and environmentally responsible workplace for all. Our dedicated SHHE team leads this commitment, operating under the Tiaki brand. “Tiaki” is a Māori concept meaning to care, conserve, and protect – principles that guide our daily actions and shape our SHHE culture.

The Ruru (Morepork), a native owl known as a symbol of vigilance and guardianship, represents Tiaki. As a watchful guardian, the Ruru reminds us to look out for one another, to speak up when something isn’t right, and to remain aware of potential hazards in our environment. This philosophy underpins our “People Speak Up!” culture, encouraging open communication and proactive safety engagement.

SHHE team is structured into four specialised divisions:

- Health and Safety
- Occupational Hygiene
- Chemical Compliance
- Environment

Each plays a critical role in embedding SHHE practices across the business.

Douglas ensures strong governance and widespread engagement in SHHE through a structured network of committees, leadership oversight and dedicated roles across the business. Oversight begins at the Board of Directors, who carry due diligence responsibilities under health and safety legislation. The Executive Leadership Team (ELT) advocates for SHHE at a strategic level and ensures alignment with organisational commitments.

Operational governance is provided by the Health, Safety & Wellbeing Steering Group (HSWSG), which champions delivery of the SHHE Strategy and Plan while also supporting wellbeing initiatives. Representation is embedded across business units through the Health and Safety Committee. These groups actively contribute to hazard management, SHHE communication and continuous improvement.

The SHHE Team partners closely with these groups to implement the SHHE Strategy and foster a culture of wellbeing and awareness.

Advocacy is further extended through trained stakeholder networks including first aiders, fire and emergency wardens, chemical management reps, spill responders, certified chemical handlers and respirator fit testers, who support safe operations at a practical level.

Leaders across the business are responsible for enabling participation through specific SHHE training support, time allocation and engagement in health and safety initiatives. This layered structure ensures SHHE is integrated, visible and championed across all levels of the business, promoting shared responsibility for health, safety and wellbeing.

SHHE is driven by a three-year strategic plan aligned with our broader business and sustainability goals.

Our key initiatives include:

Tiaki Talks
Weekly toolbox talks fostering frontline engagement.

Product Spotlights
Raising awareness of the products we manufacture.

Leadership SHHE Walks
Visible leadership in action through regular site visits and safety engagement.

Critical Risk Awareness Initiatives
Focused programmes to identify and manage high-risk activities.

SHHE Culture and Technical Training
Building knowledge and capability through ongoing development and technical training for people involved in various SHHE committees.

Through these initiatives and a strong commitment to Tiaki values, we aim to create a workplace where people feel empowered, protected, and part of a sustainable future.



Wellbeing

Our THRIVE wellbeing programme provides holistic support for mental, physical, financial, and social wellbeing. Initiatives include cultural celebrations, community sports events and wellbeing related learning, supporting SDG 3 (Good Health and Well-Being).

We believe that happy, healthy people deliver sustainable high performance and focusing on employee wellbeing unlocks potential. Wellbeing means that we take a holistic, multi-pronged approach by investing and proactively providing opportunities that address our team member's wellbeing. This framework is referred to as THRIVE, a strategy to wellbeing that means our people have the foundational tools, support, and environments needed in order to thrive. There is an annual calendar of events and the purpose of our THRIVE wellbeing programme and strategy is to:

- Support mental, physical, financial, and social wellbeing
- Drive engagement and make Douglas a great place to work
- Connect our people and help them build strong relationships
- Celebrate diversity and increase a sense of belonging
- Create a shared purpose and connection to our mission.

Some of the ways we deliver our wellbeing strategy include getting input from across the business through Workday Peakon and key steering groups. We also leverage our Culture Champions (a cross functional group of passionate individuals who represent each business unit), who seek feedback from their peers, advocate for all things culture and learning, role model the behaviours that drive our culture (I AM Behaviours and I LEAD Expectations), and support in projects and events.



Partnering with Dignity

Douglas has partnered with Dignity Ltd to provide supply of sanitary products for our people, which we believe is as important as providing other necessities (like soap) or other consumables (like coffee).

Together with Dignity, we also gift the equivalent number of free period products to youth and community groups, education providers, and food banks, ensuring those who can't afford these essential items receive the support they deserve and have equal opportunities.

EAP Counselling Services

Douglas offers access to a free and confidential employee assistance programme (EAP) with professionally trained and trusted counsellors for our people and their immediate family. EAP offerings cover a wide range of services; counselling, financial guidance, career guidance, legal guidance and health coaching (fitness, nutrition and sleep). In the financial year to 31 March 2025, 47 people (7%) at Douglas engaged with EAP services.

Diversity, Inclusion and Belonging

At Douglas, our differences are valued and celebrated. We champion diversity of thought and challenge each other with new ideas and ways of working. We know that diversity, in all contexts, brings valuable perspectives and viewpoints that generate new ideas, drive innovation, and improve efficiency. With over 63 ethnicities represented here at Douglas, we celebrate diversity through events, equitable policies, and inclusion initiatives, directly supporting SDG 5 (Gender Equality).

We have taken the following steps to continue to embrace our diversity and develop an inclusive working environment:

- We recognise and celebrate key holidays for our people, such as Diwali, Lunar New Year, Easter, and Christmas.
- We respect, support and promote the rights of our people who are pregnant or breastfeeding by providing dedicated breastfeeding friendly spaces.
- We acknowledge key Diversity and Inclusion initiatives each year such as International Women's Day and Pride.

- We celebrated Douglas World Culture Day this year, which was a chance to recognise, learn from, and connect through the incredible diversity that exists within our workplace. Teams had shared lunches, bringing food from their culture and sharing significant meaning to them. We also showcased different employees across the business, sharing more about their culture and background, and we ended the week with ONE Douglas themed drinks, with food from all over the globe, flags, and encouraging our people to wear something that reflects their heritage.
- We have a culture built on trust and transparency – we challenge each other with new ideas and ways of working.
- We strive at all times to use and promote best practice, transparent and legally compliant recruitment practices to ensure that all appointments are made on the basis of merit.
- Selection criteria is relevant to the position, including skills, capabilities, experience and behaviours. Douglas welcomes diversity and is committed to equity principles and outcomes in our workplace.



Ethnicities

At Douglas, we represent over 63 ethnicities! (Based on employee-reported data in New Zealand)

Five Largest ethnicity groups

- NZ European/Pakeha
- Indian
- Filipino
- Chinese
- South African

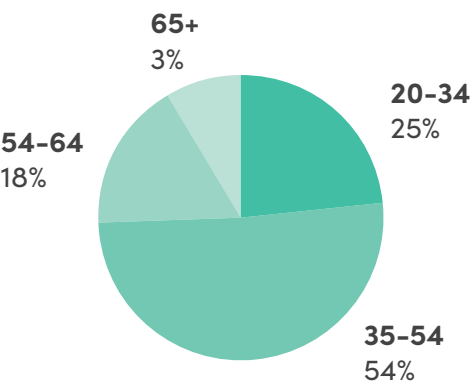


Gender breakdown 2025 (NZ)



	Female	Male	Total
Senior Leader	7	15	22
People Leader	51	49	100
Team members	221	223	444
Grant Total			566

Age breakdown 2025 (NZ)



	Female	Male	Total
20-34	75	66	25
35-54	138	164	302
55-64	57	47	104
Over 65	9	10	19
Grant Total			566



Benefits

At Douglas, we prioritise the wellbeing and growth of our people by offering a comprehensive range of benefits. We continually evaluate our benefits and offerings. The benefits available are categorised below:

One Company

- One Douglas Christmas Party
- Douglas Excellence Awards Night
- Active Social Club
- Surprise and Delight Events

Growing Careers

- Through the Douglas Learning Academy, this year more than 65% of our people have lifted their capability on skills like critical thinking, effective use of AI, unconscious bias, and self-leadership.
- Onboarding programme to set our people up for success in their new role.
- Technical training plans and frameworks to ensure our people are clear on their development opportunities.
- Our internal promotion rate year to date is 38%, ahead of our target of 30%.
- We've partnered with First Foundation - sponsoring a student with a 3-year financial support for university costs and work placement model. This programme dramatically improves the student's opportunities in life where their circumstances would make it harder to attend university

Reap the Rewards

- Service anniversary gifts and long service leave
- 'Say thanks' internal reward and recognition programme
- Access to a range of local offers and corporate discounts (gym memberships, daycares, local cafes and restaurants, etc.)

Healthy and Happy

- Income protection insurance from their first day
- Life insurance after 12 months with us
- Flexible working arrangements (where possible)
- Enhanced parental leave offering including 16 weeks of top-ups for Primary Carers, KiwiSaver contributions, and annual leave topped up to full value. Partners are entitled to up to two weeks of paid partner leave
- Free carparking (onsite where possible)
- THRIVE at Douglas wellbeing programme to support mental, physical, financial, and social health and wellbeing
- Free and confidential professional EAP counselling, personal legal and financial advice for our people and their immediate family
- Discounted gym memberships
- Annual onsite influenza vaccinations and health monitoring
- Discounted health insurance with Southern Cross for our people and their family
- Free financial wellbeing support from AMP and ANZ, and discounts on personal banking and insurance
- Discounted employee purchases on our range of nutraceutical and retail products

Employee Health and Wellbeing – Fiji Initiatives

On-site Medical Screening

Douglas partnered with the Fijian Ministry of Health and the Sai Foundation to deliver comprehensive on-site medical screenings for employees. These sessions aimed to promote early detection and management of health conditions while supporting overall staff wellbeing.

Services provided included height and weight assessments, blood pressure checks, capillary blood glucose (CBG) testing, cholesterol screening, dietician and medical consultations, and dental examinations.

More than 50 employees participated in these screenings, with some individuals referred for further hospital evaluation as part of preventive follow-up care. The initiative reflects Douglas’ ongoing commitment to fostering a healthy, informed, and resilient workforce through accessible healthcare engagement.

Company-wide Health Screening and Blood Donation Campaign

Douglas organised a company-wide health and wellness campaign in collaboration with the Ministry of Health, Sai Foundation, and the Fiji Blood Bank. The programme achieved an exceptionally high employee participation rate, demonstrating strong engagement and awareness around personal health and collective wellbeing. Services included general medical checkups, blood sugar and blood pressure testing, cholesterol screening, HIV and STI testing, family planning consultations, and pap smears, as well as opportunities for voluntary blood donation.

This initiative reinforces Douglas’s dedication to employee wellness, preventive healthcare, and community contribution, while promoting a culture of care and social responsibility within the workplace.



Leadership Development

Douglas has significantly invested in the growth and development of our leaders at Douglas. We have launched a new senior leadership development programme, LEADForward, designed to help leaders shift their emphasis – from managing day-to-day operations to expanding their thinking and capability in the way that they lead, engage, and deliver – both now and for the future.

LEADForward will deliver a capability uplift in decision making, leading with clarity and prioritisation, leading change, strategic thinking, commercial agility, and team leadership.

With 40 senior leaders participating, we look forward to seeing greater alignment across the senior leadership team.

Our 1-day programme, I LEAD, is designed to lift the capability of our leaders of teams. Focusing on the I LEAD Expectations, and the implementation of practical leadership elements, we have an aligned and engaged leadership team.

As of 31 September 2025, 46% of our leaders have completed some form of leadership development this financial year. We anticipate that this will reach over 70% by the year end.

Our Role in the Community

Giving back to the community forms an integral part of our company culture. We are in the privileged position to be able to financially assist a number of deserving organisations through the Douglas Charitable Trust.

Our philanthropic efforts are proudly directed towards the local communities in which we operate, supporting excellence in education, or funding leading-edge research within healthcare.

Douglas actively contributes to the community through volunteering, donations, and partnerships.

Our 2025 donation recipients:



Beach Cleanup Initiative (Wailoaloa Beach, Nadi)

In 2024, Douglas employees engaged in a community cleanup campaign at Wailoaloa Beach, Nadi, as part of the company’s broader environmental stewardship agenda.

The activity was designed to support local environmental efforts, foster team engagement, and contribute to the ongoing cleanliness and sustainability of one of Fiji’s most visited public beaches. Through this initiative, Douglas reinforced its dedication to community partnership and sustainable development within the South Pacific region.

In 2025, contributions included support for Fair Food, Hospice West Auckland, and Ronald McDonald House. These actions align with SDG 11 (Sustainable Cities and Communities).

In 2025 the Charitable Trust launched its own standalone website at www.douglascharitabletrust.org.nz that will assist organisations in their applications to the Trust’s funding application rounds.



Looking Ahead

In 2025 and beyond, Douglas is committed to:

Scaling the benefits of the new chiller installation to further reduce Scope 1 emissions.

Commissioning and optimising the Veolia water treatment system.

Building on our successful Toitū recertification and maintaining our position as an industry leader in emission reductions.

Embedding UNSDG principles more explicitly within each ESG dimension of reporting and operations.

Strengthening supplier engagement through EcoVadis assessments to drive supply chain sustainability.

Continuing to build resilience to climate risks in New Zealand and Fiji.

We remain committed to transparent reporting, continuous improvement, and creating sustainable value for patients, our people, and society.