





Our ESG strategy



- F2022**
 - Define ESG metrics and set up ESG metrics dashboard.
 - Set up priority projects.
 - Create ESG awareness.
- F2023**
 - Execute priority initiatives.
 - Communication and training focus.
 - Tracking and reporting.
- F2024**
 - Execute priority initiatives.
 - Embed proactive practices.
 - Culture embedding focus.
- F2025**
 - Assess progress towards F2030 targets.
 - Review F2030 targets.
 - Prioritise new initiatives.

Focus area	Strategic objectives			Key initiatives to support objectives
Environment 	Improve fuel efficiency and investigate alternative fuels	Reduce GHG emissions	Increase waste recycling	<ul style="list-style-type: none"> • Use dynamic data-driven insights to achieve improvements in fuel efficiency, fleet optimisation and driver management. • Pilot alternative truck drive systems (eg CNG¹, LNG², hydrogen). • Continue the solar panel rollout in prioritised sites. • Complete the waste management review, and explore opportunities to increase waste recycling.
Social - workforce 	Zero harm to people	Improve diversity and inclusion	Develop talent	<ul style="list-style-type: none"> • Continual implementation of safety risk prevention strategies to improve safety outcomes. • Advance the people and culture strategy, including diversity and inclusion, talent development and succession planning.
Social - community 	Enhance inclusive supply chain performance	Improve employee localisation	Strengthen CSI partnerships to increase impact	<ul style="list-style-type: none"> • Develop centre-led procurement and enterprise and supplier development strategies. • Integrate ESG considerations into the procurement strategy. • In all African operations, prioritise local appointees for management positions when vacancies and new positions are approved. • Advance CSI initiatives and expand impact through strategic partnerships.
Governance 	Integrate ESG into governance and risk management processes	Embed information security and data privacy	Ensure high supply chain standards are upheld	<ul style="list-style-type: none"> • Complete business risk profiles integrating ESG. • Implement information security strategy and roadmap. • Continue to roll out the anti-bribery and corruption training and internal certification programme. • Maintain and review governance policies to ensure alignment with international best practices. • Ensure healthcare distributors apply high quality and product safety compliance standards.

¹ CNG: compressed natural gas.
² LNG: liquefied natural gas.