

**Blackmores Group 2022  
Modern Slavery Statement**

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TOWARDS  
*zero*  
EXPLOITATION  
IN OUR SUPPLY  
CHAIN



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## About this statement

Independent, third party assurance has verified key data in this report relating to numbers of audits undertaken, corrective actions addressed, supplier engagement and employee data.

Additional data is obtained from Blackmores' business systems.

Blackmores Group refers to Blackmores Limited and its subsidiaries ('Blackmores Group' or 'Blackmores').

## Contact

If you have any feedback or questions relating to the Blackmores Group Modern Slavery Statement 2021, please contact [sustainability@Blackmores.com.au](mailto:sustainability@Blackmores.com.au)

## Reporting requirements of the Modern Slavery Act

Mandatory Reporting Criteria	Page number
Reporting entity	22
Description of structure, Group operations and supply chain	4, 6, 7, 9, 10
Description of the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	13
Actions taken to assess and address those risks, including due diligence and remediation processes	14, 15
Assessing the effectiveness of these actions	16
Description of the process of consultation with any entities that the reporting entity owns or controls	18
Other relevant information	8, 10, 11, 12, 17, 19

## Acknowledgement of Country

Blackmores acknowledges, and pays respect to, the past, present and future traditional owners of the lands throughout Australia and extends this acknowledgement and respect to First Nations people in all countries in which we operate. In Australia, we honour the continuing culture of the Aboriginal and Torres Strait Islander people who contribute to the strength and capacity of our company, and their custodianship of the natural resources on which we rely. As a company, we undertake to manage the lands that we work on, and the resources that we rely on, in all respects. May we walk gently on this land.

# Our Commitment

One of our proudest moments at Blackmores in the last year was recognition of our organisation by Australian Financial Review BOSS as one of the best places to work in Australia and New Zealand. It was an opportunity to reflect on the elements of our workplace that are important to people.

We recognise that the employee experience we strive to deliver is not shared through all workplaces, and this has motivated us to better understand working conditions of our supply partners, and work together with clear expectations and governance in place to protect people.

Blackmores Group is committed to assessing, addressing and eradicating child exploitation, debt bondage, deceptive recruiting for labour or services, forced labour, forced marriage, human trafficking, servitude and slavery across our operations and supply chains.

We acknowledge the United Nations Guiding Principles on Business and Human Rights. We are committed to supporting the International Bill of Rights and the International Labour Organisation's Declaration on the Fundamental Principles and Rights at Work.

In the reporting period, we committed to a Sustainability Linked Loan including targets aligned to our human rights program, demonstrating our strong commitment to our aspiration for zero exploitation in our supply chain.

The opening of travel and borders, after two years impacted by COVID-19 pandemic restrictions, has enabled a greater number of on-site visits and audits.

Growing education and knowledge sharing has been a continued focus, and our supplier outreach webinars in 2022 promoted the importance of grievance mechanisms.

We bolstered our own governance frameworks by strengthening our due diligence procedures on supply partners, introducing a standard on triggers for reviewing risk assessments and documenting our approach to remediation.



Since it launched in December 2018, our program has been called *Partnering for People* in recognition that our progress depends on building trust and growing transparency across our supplier relationships, our industry peers and our broader sector with a shared goal of addressing human exploitation.

Our thanks to the Complementary Medicines Australia secretariat and membership who have continued to collaborate on education and awareness programs. Our investors have also expressed interest in learning more about our program and we're thankful for their interest and shared insights.

On behalf of the Board of Directors and the Blackmores Ethical Sourcing Working Group, I'm pleased to share our Modern Slavery Statement for 2022 reflecting our progress towards a world where people and nature thrive together.

Wishing you the best of health.

**Alastair Symington**

Chief Executive Officer and Managing Director  
Blackmores Limited.

This statement was approved by the Board of Directors of Blackmores Limited on 24 November 2022.

# About Blackmores Group

This report details the governance, systems and progress for assessing and addressing the risk of modern slavery in the Blackmores Group supply chain, developing products under the Blackmores, BioCeuticals, PAW and Impromy brands and sold across Australia, New Zealand and the Asia Pacific region.

## Our brands

BLACKMORES®

 BioCeuticals

 paw  
PURE ANIMAL WELLBEING  
-BLACKMORES

impromy™

172

direct suppliers

for ingredients, packaging  
and contract  
manufacturing

1,200+

permanent  
employees

900+

individual  
products

300+

therapeutic  
formulations

1,000+

ingredients

1,700

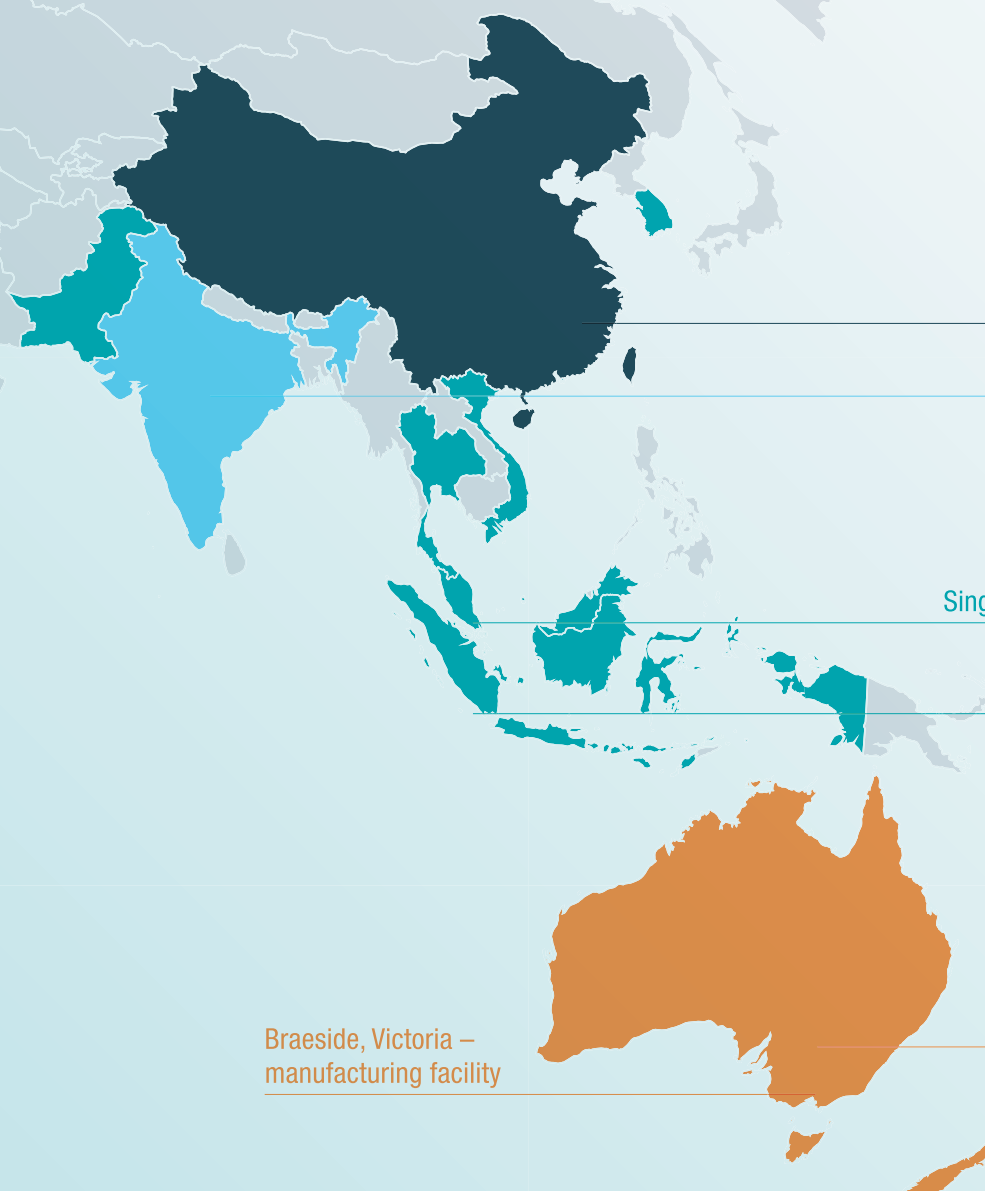
total workforce

(including contract staff and  
joint venture employees)

Our global

# footprint

Access to 3 billion consumers  
across Asia-Pacific



Shanghai, China – China head office  
and Global Innovation Centre

India from Sep 2021

Singapore – International regional office

Indonesia – joint venture  
partner PT Kalbe Farma

Sydney, Australia –  
global headquarters,  
production and  
distribution centres

Braeside, Victoria –  
manufacturing facility

# Our value chain



## Research

- Blackmores invests in research and education programs, including through the Blackmores Institute, to further grow the evidence-based practice of natural medicine products.



## Formulation

- Formulate products that improve people's lives using ingredients derived from nature that can be responsibly sourced.



## Sourcing

- Partner with growers, fisheries and ingredient and packaging purveyors who share our passion for quality and sustainability and who share our values.



## Manufacturing

- The majority of soft-gel capsule and hard tablet product formats are manufactured at Blackmores' manufacturing facility at Braeside in Victoria.
- Partner with contract manufacturers who have satisfied the requirements of the TGA and Blackmores' own quality standards.



## Processing

- Support improved awareness and mitigation of impacts on nature during refining of raw materials.



## Farming

- Support and encourage sustainable agriculture and wild harvesting to mitigate risks and impacts on nature and natural systems.



## Packing and packaging

- The majority of Blackmores' products are packed at the Blackmores Campus at Warriewood on Sydney's Northern Beaches.
- Products are assessed for quality throughout the supply chain.
- We strive to make the right choices in our packaging selection to satisfy our standards for quality, recycling and consumer ease.



## Warehouse and distribution

- Maintain facilities that optimise systems and technologies to drive distribution efficiencies, ensuring the right product gets to the right location at the right time.
- Create a safe and healthy workplace for staff and minimise our footprint on the environment.
- Ensure sustainable choices for secondary and tertiary packaging.



## Consumers

- Supported with high quality advisory services and access to trusted information.
- Provide clear information on the responsible disposal of components at products' end of life.



## Retailers

- Support retailers with education and advice.
- Provide shelf solutions to optimise consumer engagement with the brand.
- Create partnerships to ensure responsible management of waste created through the distribution of our products.



## Material recovery

- Promote responsible disposal advice using Blackmores' information platforms and advisory services.



## Healthy communities

- Invest in the communities in which we operate.
- Employ local talent in each market and nurture a highly engaged, safe and healthy workforce.



# Business Operations & Supply Chains

Blackmores formulates 900+ natural healthcare products using more than 1,000 ingredients.

Blackmores Braeside is the principal manufacturing facility for the Group using ingredients sourced directly from more than 150 raw material suppliers.

Contract manufacturers are used to produce products based on their specialised capability; all have passed Blackmores' quality audit standards. They produce products to Blackmores' specifications using a combination of raw materials procured by Blackmores, those selected by Blackmores and their own supply partners.

These products are sold in retail outlets and online in 13 markets across the Asia Pacific region.

Products sold in Indonesia are through a joint venture with Kalbe Farma - Kalbe Blackmores Nutrition - which has exclusive sales, marketing and distribution rights in that market.

Blackmores Group is an ASX publicly-listed company employing over 1,200 people, and presence in Asia Pacific.

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

Our high quality, evidence-based range of brands includes Blackmores - Australia's No.1 natural health brand; BioCeuticals - Australia's leading practitioner range; PAW by Blackmores - natural health products for pets; and Impromy - our pharmacy based weight management program.

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

At Blackmores Group we seek to never compromise on quality, and always place the health and safety of our consumers at the heart of our business. Our supply chains involve premium ingredients from 36 countries across the globe (detailed on page 10). Our products are made to strict Australian therapeutic goods standards, and manufactured at Therapeutic Goods Administration-licensed facilities including our manufacturing plant in Braeside, Victoria.

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



# Blackmores' Workforce

Our people and remuneration structures are governed by the People & Remuneration Committee of the Board of Directors.

Key controls informing the Board include Workplace Health and Safety reporting, a Speak Up portal powered by Whispli (whistleblower service), regular Pulse surveys monitoring employee sentiment and a Staff Liaison Committee who are staff advocates and intermediaries supporting employees and management.

1,700+

people whose employment supports the Blackmores business

1,200+

permanent employees  
- all with formal workplace agreements

575

Product Advisors employed through outsource partners on contracts of employment and covered by local labour protection legislation

183

employees covered by a union agreement in Australia

642

employees on the Blackmores and BioCeuticals Working Together Enterprise Agreement

395

employees in Asia covered by individual contracts and Blackmores' company protections policies



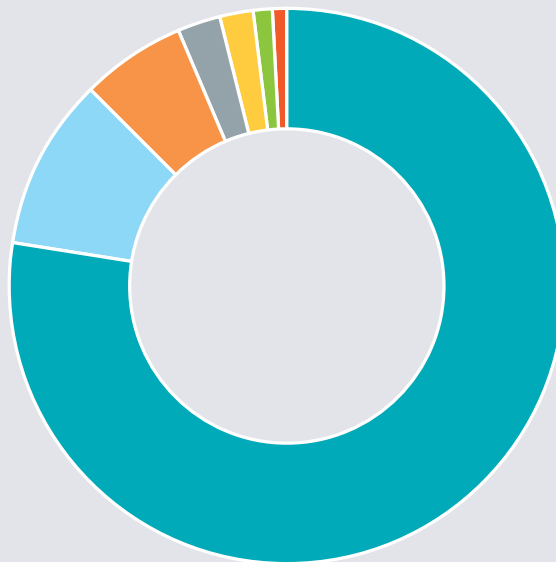
# Our Sourcing

More than 75% of the Group's Tier One Direct suppliers are located in the Australia New Zealand region, approximately 10% in the Asia region, 5% in Europe.

However, the spread of workers is more disparate with 24% in Asia and South Asia, 23% in Europe, 24% in Australia and New Zealand and just over 10% in North America.

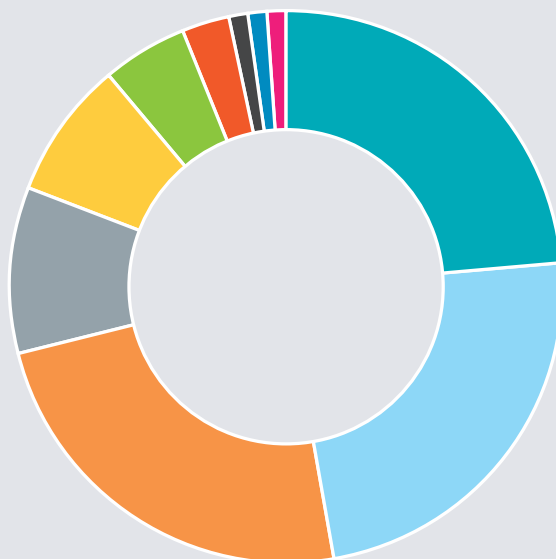
Less than 7% of workers are in Eastern Europe, Central America, South America and the Middle East. However, these regions are more vulnerable to the risk of modern slavery.

Location of Tier 1 Direct Suppliers (%)



- ANZ - 77%
- Asia - 10%
- Europe - 6%
- North America - 2%
- South Asia - 2%
- South America - 2%
- Northern Europe - 1%

Location of Workers (%)



- ANZ - 24%
- Asia - 24%
- Europe - 23%
- North America - 10%
- South Asia - 8%
- South America - 5%
- Northern Europe - 3%
- Eastern Europe - 1%
- Middle East - 1%
- Central America - 1%

# Blackmores Procurement Framework

Blackmores' Procurement Framework has been embedded into key processes and systems to better understand the risk profile of suppliers and underpins a continuous improvement program.

Supplier assessment includes due diligence that addresses five focus areas to ensure suppliers meet commercial and quality requirements, have a robust approach to managing human rights and environmental impacts and have a structured governance framework in place.



## Our major categories of procurement are:



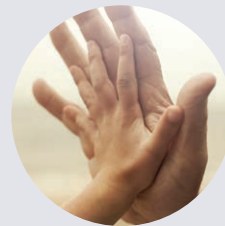
**Raw materials** including herbal extracts, marine oils, vitamins and minerals and a number of other excipients and components for the manufacture of tablets, capsules, powders and liquid nutritional supplements.



**Packaging** including amber glass bottles, high density polyethylene tubs and closures, polypropylene tubs and cardboard shippers.



**Contract manufacturing** is used for a number of specialty formulations and product formats and as a dual source of supply for key lines. All contract manufacturers and **co packers** meet the regulatory requirements as well as Blackmores' own audit criteria.



**Indirect suppliers** are not related to the supply of products, but support the running of the business (such as waste contractors and cleaners).

# Blackmores' Approach

Modern slavery is an extensive and endemic justice issue. Further to the requirement for all wages and working conditions to be lawful, Blackmores has identified five principles that should apply to every worker. They apply to every Blackmores Group employee and are appropriate for every size of workforce and type of work. We also have mechanisms through our supplier assessment and audit program to observe issues relating to each principle, empowering us to identify areas of concern.

## Five principles for protecting people in our supply chain

Every worker is entitled to:

 <p><b>FREEDOM</b></p>	 <p><b>FAIR PAY</b></p>	 <p><b>GOOD WORKING CONDITIONS</b></p>	 <p><b>HEALTH &amp; SAFETY</b></p>	 <p><b>THE RIGHT TO BE HEARD</b></p>
<p>Workers are there by choice. Everyone has the right to freedom of association with others and to collective bargaining.</p>	<p>Workers are paid, at minimum, a living wage. As well as meeting the legal local requirement their pay is enough to meet basic needs and provide some discretionary income. Workers are paid for the hours they work based on their contract of employment.</p>	<p>Working hours are not excessive, employees are of an appropriate age, and adequately trained to perform their tasks. The workplace is hygienic, with potable water freely available, sufficient clean toilets, adequate ventilation and lighting, emergency exits, evacuation diagrams posted and evacuation drills regularly organised.</p>	<p>A clear health and safety policy exists. Employees have access to training and safety equipment.</p> <p>Safety incidents and accidents are recorded and investigated. Medical services are available and first aid kits are accessible.</p>	<p>All workers have access to a grievance procedure. Workplaces promote an independent whistleblower hotline and ensure workers have access to the service.</p>



# Risk Assessment

## Group Risk Assessment Framework

1.

### Use of a Supplier Relationship Management digital platform

Data, supplier responses and evidence of compliance is captured in Blackmores Group's Supplier Relationship management digital platform.

2.

### Risk by geographic location

Using the Global Slavery Index, each supplier is rated by both the location of the supplier and also by where the workers are based. For example, a herbal medicines supplier may be based in Australia but if they are procuring raw materials from numerous farms in India then risk would be assessed for both Australia and India.

3.

### Risk assessment

Using a weighted criteria, Blackmores' Ethical Sourcing Manager and the relevant Procurement Category Manager evaluate factors that would create an elevated risk such as type of work, use of contract or migrant labour, seasonal work, skill level required to complete work and geographic isolation of the facility.

This determines the risk to people.

A second risk criteria evaluates whether any procurement practices would be likely to heighten risk (such as extended payment terms or short lead times) and other commercial factors such as an excessive reliance on any single supplier.

This determines the risk to Blackmores.

These categories of risk are consolidated to determine a risk rating that aligns to the Enterprise Risk Framework.

4.

### Supplier assessment

A supplier evaluation is completed to build understanding of the approach and governance each supplier takes to address 23 areas of risk. This enables the Ethical Sourcing Team to adjust the risk rating and determine the residual risk.

The frequency of repeating this evaluation is determined by the level of risk assessed and whether or not there has been any significant change to the supply contract such as the supplier changing the source of a component.

A governance framework informs the frequency of reassessments and circumstances that would trigger review within that cycle.

5.

### Site visits

#### • Third party audit

Qualified audits are commissioned by Blackmores Group to provide a more detailed assessment for select suppliers. In the reporting period, Blackmores utilised authorised audit partners (**BSI** and **SGS**) using the Sedex Members Ethical Trading Audit (**SMETA**) protocol four-pillar audit covering practices relating to labour, health and safety, environment and business ethics.

Audits in the reporting period were impacted by restrictions to travel and access to sites as a result of the Covid-19 pandemic. Notwithstanding these challenges, all scheduled audits were completed prior to 30 June 2022 with Corrective and Preventive Actions being addressed as a current priority.

Corrective actions have been progressed following audits undertaken in the reporting period.

#### • Supplier Location Assessments

Blackmores employees undertake training on red flags that would indicate a cause for concern when visiting a supplier's premises or undertaking an on-site quality audit.

Following the visit they complete a Supplier Location Observation Assessment which is reviewed by the Ethical Sourcing Manager and escalated to the Ethical Sourcing Working Group if responses indicate further investigation is required.

6.

### Continuous improvement and corrective actions

The Ethical Sourcing Working Group, a cross-functional review team, has responsibility for determining follow-up actions arising from the audit.

Using a documented framework, the team reports back to members of the Executive Team including the Chief Governance Officer and the Chief Operations Officer. Outcomes are reported to the Risk & Technology Committee of the Board of Directors.

The Group utilises a CAPA (**Corrective and Preventive Action**) protocol that exists in the Supplier Relationship Management System to work with the supplier to better understand the cause of the concern as well as the action and timing to remediate.

# Group Risk Areas

## Description of the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls

Risk assessments of all Tier One Direct Suppliers, higher risk indirect suppliers, and site assessments findings inform the Group's higher risk areas for modern slavery:

### Regional hotspots

The location of workers for many suppliers are in regions identified using the Global Slavery Index as more vulnerable to the risk of modern slavery, such as the Asia Pacific region.

Blackmores prioritises focus on regional hotspots that may represent increased levels of risk of harm to people.

### Types of work

Using a broad number of naturally-sourced materials from different countries and regions increases the potential risk of harm to vulnerable people associated with labour practices and types of work such as fishing, glass production and herb-picking. Blackmores prioritises attention on types of work that may represent increased levels of risk of harm to people

For indirect suppliers, cleaning services can carry a higher risk of exploitation due to skill requirements, low-pay, manual work and the high prevalence of sub-contractors. Higher demand for services as a result of the global pandemic would increase the risk of vulnerable workers.

### Working condition visibility deeper in the supply chain

While Blackmores has visibility over direct supply partners and their work practices, many of these suppliers do not conduct the same reviews of their suppliers. Existing systems are strongly weighted to knowing the quality, purity and identity of the ingredients we work with and not necessarily the working conditions of those further down the supply chain. Accordingly, targeted audits are not limited to Tier One suppliers and have included Tier Two and Three suppliers.

Increased supply chain transparency as a result of audits conducted in the reporting period resulted in 76% of Corrective and Preventive Actions being addressed within the agreed timeframe focusing on:

- Workplace health and safety equipment and training
- Non-systemic issues relating to overtime payments
- Non-systemic issues relating to excessive working hours
- Improved record keeping and documentation
- Physical workplace enhancements



# Actions to Assess & Address Risk

## Actions taken to assess and address those risks, including due diligence and remediation processes

Blackmores' sustainable and ethical sourcing focus in the last year has been to drive progress towards a goal of zero exploitation within our supply chain. As a company, Blackmores has always taken pride in creating a best-practice workplace based on respect, fair remuneration and ensuring employees are healthy and safe.

We have the same expectations of those in our broader supply chain and take a proactive approach to better understand the working conditions impacting people in the sourcing of ingredients and manufacture of our products.

The Group's program to address human rights risk with suppliers and industry is called Partnering for People - initiatives to work towards a value chain of suppliers who share our respect for the rights of those contributing to the production of our products. We commit to take remedial action with suppliers who don't

deliver on our commitments to eliminate modern slavery and to transparently report on our progress. This commitment is well aligned to Goal 8 of the United Nations Sustainable Development Goals (**SDGs**).

Supplier risk assessments are a core element of the Group's approach to ethical sourcing.

An outcome of the risk assessments is to guide the commissioning of independent human rights audits where greater transparency was sought to understand the conditions for the workers and address noted deficiencies.

Greater transparency of human rights risk and successfully addressing areas of concern for vulnerable workers is only possible by uplifting internal capability and growing awareness and accountability with suppliers across the broader industry.

## Progress in the FY22 reporting period

### Partnering for People: Supplier program to assess and address modern slavery risk

- 98% of Tier 1 Direct suppliers contributing to the ingredients, packaging, manufacture and packing of Blackmores Group products have a current risk assessment. At the time of publication of this statement, 100% of Tier One Direct Suppliers have a current risk assessment.
- 4 independent human rights audits were undertaken.
- 13 of the 17 due Corrective and Preventive Actions were addressed within the agreed timeframe. This is slightly above the 75% target to address corrective actions and a pleasing result given the level of change required by some suppliers to progress change and the resulting improvement for workers in our supply chain.
- A further 68 quality and sustainability audits were undertaken by Blackmores Group's quality team and 4 Location Assessments completed to document observations from site visits.
- 56 suppliers attended Blackmores Supplier Webinar in June 2022 to learn more about developments across our Partnering for People and Partnering for Adaptation programs.
- 30 cross sectoral attendees joined the Complementary Medicines Australia webinar in May 2022, co-presented by Blackmores, to uplift industry-wide capability to assess and address modern slavery risk.
- 915 human rights training modules have now been completed since the training program launched in May 2021.
- Blackmores became a member of Sedex, one of the world's leading platforms for managing and improving working conditions in global supply chains.
- 100% of permanent employees completed training in November 2021 on the 'Speak Up' portal.
- Cross functional Ethical Sourcing Working Group met bi-monthly throughout the year reviewing audit findings and assessing supplier responses to corrective actions

### Blackmores' workplace

- Enhanced Work Health and Safety (**WHS**) systemisation and training.
- Recognised by the Workplace Gender Equality Agency (**WGEA**) as a Best Place to Work - affirming Group commitments to equity and diversity.
- New Employee Assistance Program for Australia and New Zealand employees.

# Actions to Assess & Address Risk

## Progress in the reporting period (cont.)

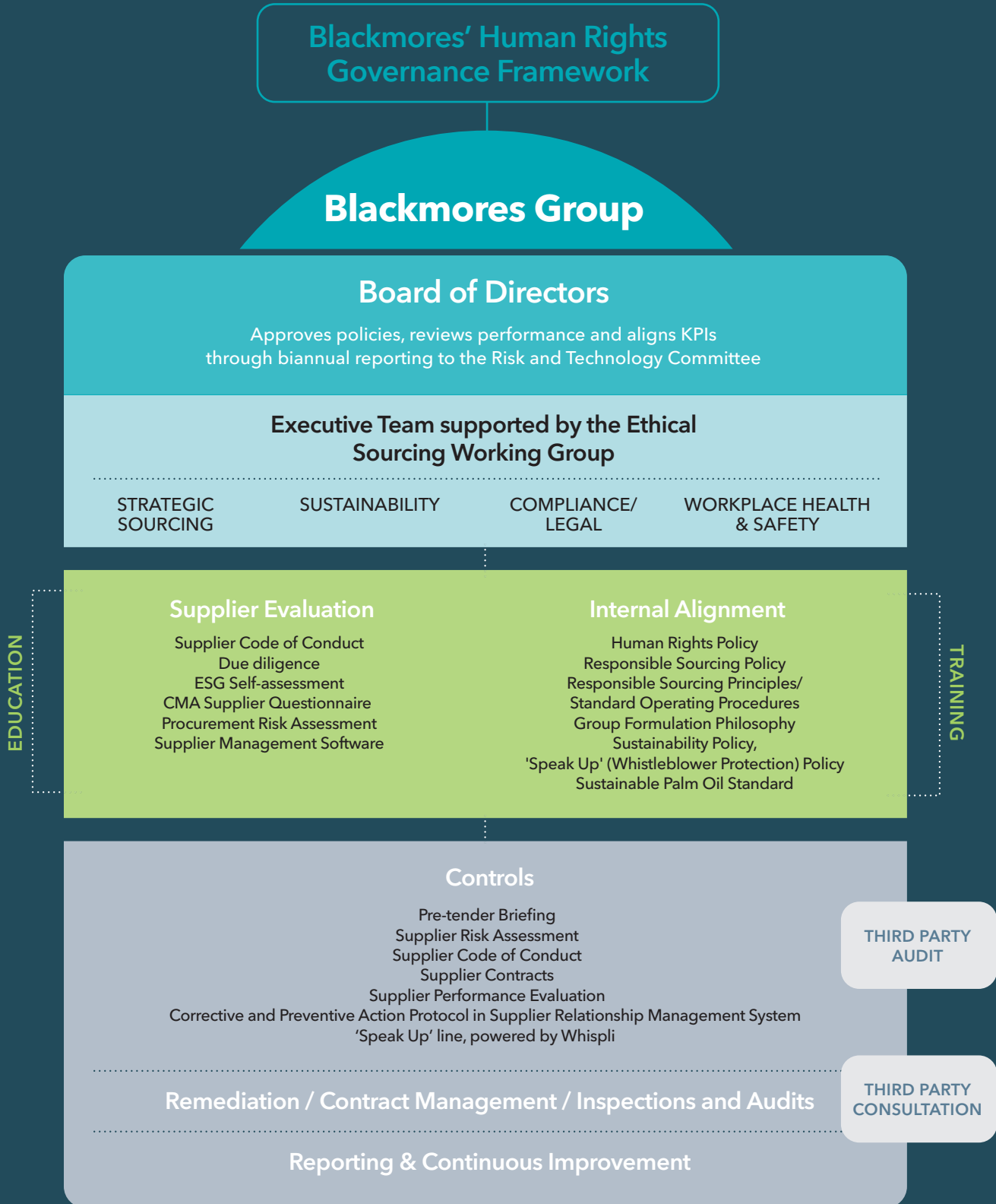
### Key Governance Updates

- Development of a Partnering for People Risk Management Plan, detailing steps and circumstances that trigger the review of risk assessments and inform escalation of concerns.
- Committed to a Sustainability Linked Loan with four banking partners aligned to 50% of the Blackmores Group's loan facilities with sustainability targets via market Sustainability Linked Loan Principles. Under the agreement, Blackmores is rewarded for achieving ambitious targets including ethical supply chain milestones to address the risk of exploitation. The targets were independently reviewed by EY to ensure they align with the principles published by the Loan Market Association, Asia Pacific Loan Market Association and the Loan Syndication and Trading Association. Progress towards achievement of annual targets is independently assured by a third party.
- Adopted a Sustainable Palm Oil Standard and progressed formulation improvements aligned to sourcing that protects human rights, species loss and the environment.



# Assessing Effectiveness

The cross-functional Ethical Sourcing Working Group reports to the Risk & Technology Committee of the Board of Directors, evaluating progress to build on the governance framework, embed tools and systems to ensure controls are in place, deliver education, awareness and training to employees, suppliers and industry colleagues and build learnings into a program of continuous improvement.





# Speak Up

Blackmores 'Speak Up' is a whistleblower portal powered by Whispli, to enable discreet and anonymous reporting of inappropriate or illegal conduct in our workplaces and supply chain.

The portal enables anonymous reports to be received and two-way communication to occur without compromising a complainant's anonymity.

In the reporting period, four reports have been received via the 'Speak Up' portal with one further report through the Blackmores Privacy email address that required further investigation.

Matters requiring investigation were further explored and follow-up actions determined. The number of reports received is reported to the Executive Team and the Risk & Technology Committee of the Board at every committee meeting (which occurs quarterly). Reports relating to material matters are reported in more detail.

Promoting the Blackmores 'Speak Up' portal and highlighting the importance of grievance mechanisms in general was a key focus in the reporting period for engagement with suppliers and industry partners.

## Case study

After the reporting period, a report was received through the 'Speak Up' portal relating to non-conformance issues with contractor pay by a supplier. The following steps have been taken to address this matter:

01

### INFORMATION

A preliminary review was immediately undertaken to substantiate the merit of the information reported. There was no immediate risk of physical harm to people identified.

02

### ESCALATION

The matter was reported to the most senior decision-making body, the Blackmores Board of Directors.

03

### INVESTIGATION

An investigation was undertaken which included:

- Engagement with the supplier
- Attempts to resolve issues raised with the supplier
- Engagement with a third-party advisor on victim remediation
- Offers to remediate with impacted people.

04

### RESOLUTION

The resulting resolution was a termination of the relationship with the supplier and alternate employment opportunities sought for impacted people.

05

### CONTINUOUS IMPROVEMENT

The learnings informed improved documentation of our approach to remediation, was the catalyst for additional due diligence measures for the incoming supplier and resulted in updated insights informing the broader risk assessment framework.

# Consultation

Description of the process of consultation with any entities that the reporting entity owns or controls.

During the reporting period, Directors of our owned and controlled subsidiaries were consulted to communicate our obligations under the Modern Slavery Act 2018 (Cth), our measures and controls to assess and address the risk of exploitation, to ensure key personnel had the opportunity to complete training modules and to ensure they were aware of our reporting requirements. Key policies and functions impacting risk to people, including procurement, are centralised.



# Our Future Commitment

Our goals for the FY23 reporting period include:

01

Ensure impacts on people and communities are integrated into Blackmores' program toward a Nature Positive future.

02

Renew the Group Supplier Code of Conduct and work to align with 100% of direct suppliers on our values.

05

Continue to collaborate across our sector on education and awareness, and update support materials including the Complementary Medicines Australia Supplier Questionnaire.

04

Continue to audit suppliers according to risk and strive to close corrective and preventive actions in the agreed timeframe.

03

Ensure 100% of Tier One Direct Suppliers and indirect suppliers in higher risk sectors have a current risk assessment.



# Partnering for Progress

Thank you to the Board, Secretariat and Members of Complementary Medicines Australia for their continued support of the Modern Slavery Working Group and initiatives to boost industry capability and awareness. This work will support better outcomes for people in the natural healthcare industry.

Thank you to Robin Mellon, Chief Executive Officer of Better Sydney, who continues to share his expertise and support our progress.

Our thanks to our valued supply partners for recognising the importance of this program of work and sharing our vision for a world where people and nature thrive together.

## Glossary

### Tier One:

Suppliers of goods and services that Blackmores pays and can include both directly (related to our products e.g. ingredient suppliers, contracted manufacturers or packaging manufacturers) or indirectly (related to the running of the business such as cleaning and waste contractors).

### Tier Two:

Suppliers contracted and paid by our Tier One suppliers (such as a grower, transporter or packaging supplier) to provide goods or services that are then sold on to Blackmores.

### SMETA:

Sedex Members Ethical Trade Audit (SMETA) is one of the most widely used ethical audit formats in the world. SMETA is an audit methodology, providing a compilation of best practice ethical audit techniques. It is designed to help auditors conduct high quality audits that encompass all aspects of responsible business practice, covering Sedex's four pillars of labour, health and safety, environment and business ethics.

### Supplier Code of Conduct:

Describes how Blackmores chooses to do business with its suppliers by defining expectations and mutual commitment in achieving and maintaining improved environmental, ethical and social outcomes.

If you have any feedback or questions relating to the Blackmores Group Modern Slavery Statement 2022, please contact [sustainability@Blackmores.com.au](mailto:sustainability@Blackmores.com.au)

# APPENDIX

## BLACKMORES ENTITIES

This statement is given by Blackmores Limited (ACN 009 713 437) on behalf of all owned and controlled entities of and including Blackmores Limited (ABN 35 009 713 437)

NAME OF ENTITY	COUNTRY OF INCORPORATION	OWNERSHIP INTEREST		PRINCIPAL ACTIVITY
		2022 %	2021 %	
Blackmores Nominees Pty Limited	Australia	100	100	Management of employee share plans
Pat Health Limited	Hong Kong (China)	100	100	Marketing of natural health products
Blackmores Beijing Co. Limited	China	100	100	Marketing of natural health products
Blackmores China Co. Limited	China	100	100	Marketing of natural health products
Blackmores (Taiwan) Limited	Taiwan (China)	100	100	Marketing of natural health products
Pure Animal Wellbeing Pty Limited <sup>2</sup>	Australia	100	100	Holder of intellectual property for PAW
Blackmores (New Zealand) Limited	New Zealand	100	100	Marketing of natural health products
Blackmores (Singapore) Pte Limited	Singapore	100	100	Marketing of natural health products
Blackmores (Malaysia) Sdn Bhd	Malaysia	100	100	Marketing of natural health products
Blackmores Holdings Limited	Thailand	100	100	Holding company
Blackmores Limited	Thailand	100	100	Marketing of natural health products
Blackmores Korea Limited	Korea	100	100	Marketing of natural health products
Blackmores International Pte. Limited	Singapore	100	100	Regional head office
PT Kalbe Blackmores Nutrition <sup>1</sup>	Indonesia	50	50	Marketing of natural health products
Blackmores Vietnam Co. Limited	Vietnam	100	100	Marketing of natural health products
FIT-BioCeuticals Limited <sup>2</sup>	Australia	100	100	Marketing of natural health products
FIT BioCeuticals (NZ) Limited	New Zealand	100	100	Marketing of natural health products
PharmaFoods Pty Limited <sup>2</sup>	Australia	100	100	Marketing of natural health products
FIT-BioCeuticals Limited	United Kingdom	100	100	Marketing of natural health products
FIT-BioCeuticals (HK) Limited	Hong Kong (China)	100	100	Marketing of natural health products
Hall Drug Technologies Pty Limited <sup>2</sup>	Australia	100	100	Holding company
Blackmores SPV Co Pty Limited <sup>2</sup>	Australia	100	100	Holding company
New Century Herbals Pty Limited <sup>2</sup>	Australia	100	100	Marketing of natural health products
Global Therapeutics Pty Limited <sup>2</sup>	Australia	100	100	Marketing of natural health products
Blackmores Japan Limited	Japan	100	100	Marketing of natural health products
Catalent Australia Holdings Pty Ltd <sup>2</sup>	Australia	100	100	Holding company
Catalent Australia Pty Ltd <sup>2</sup>	Australia	100	100	Manufacturing of natural health products
Blackmores Philippines Inc.	Philippines	100	100	Marketing of natural health products
Blackmores India Private Limited	India	100	100	Marketing of natural health products

1. PT Kalbe Blackmores Nutrition is consolidated into the Group at 100%, and the 50% of profit or loss attributable to non-controlling interests is recognised in equity.

2. These wholly-owned subsidiaries have entered into a deed of cross guarantee with Blackmores Limited pursuant to ASIC class order 98/1418 and are relieved from the requirements to prepare and lodge an audited financial report.

### Principal Place of Business

20 Jubilee Avenue  
Warriewood NSW 2102  
Telephone +61 2 9910 5000

### Registered Office

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**BLACKMORES**<sup>®</sup>  
| GROUP