

Sustainability at CSL

Our vision is a sustainable future for our employees, communities, patients and donors, inspired by innovative science and a values-driven culture.

CSL's Sustainability Strategy

CSL is committed to a healthier world. Our sustainability efforts aim to complement and support achievement of CSL's long-term strategy, establishing a foundation for shared value creation and enduring success through 2030 and beyond.

CSL continues to evolve its sustainability strategy. We have identified focus areas where CSL can have the most positive impact. These focus areas include existing commitments, as well as a new Biodiversity focus area and commitment set in FY2025, which seeks to enable healthier communities and environments.

We have also identified broader shared outcomes, otherwise known as cross-cutting themes, that can be realised across a number of our focus areas. While our strategy directs our focus to areas of specific importance, we will always have a strong foundation of best-practice corporate governance, an area of strength for CSL. Our Sustainability Strategy supports delivery of our 2030 plan.



Cross-cutting themes



Inclusion & belonging

Embed an inclusive culture where all backgrounds and perspectives belong, develop, and thrive



Health equity & empowerment

Everyone deserves the opportunity to achieve and maintain their highest level of health and wellbeing

*This Sustainability Fact sheet is a summary of the Sustainability highlights during the FY2025 period, for further details refer to the [FY2025 CSL Annual Report](#)



Promising Futures - *It's the **people behind our promise** that makes us different.*

At CSL, our people are driving our performance and delivering for our patients, donors and public health. Ensuring we have a sustainable workforce is critical to our sustainability strategy and performance over the long term.

Focus Area

Highlighted metrics

Talent and culture

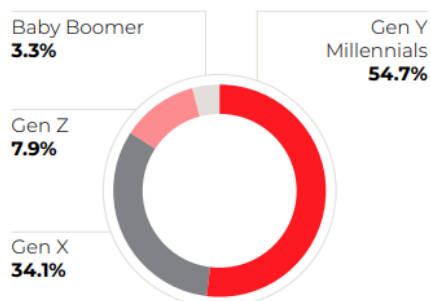
Attract, develop, engage, and retain top talent with diverse identities, cultures, backgrounds, skills and lived experiences.

• Gender composition:

	Female	Male	Not disclosed
All Employees	56.5%	42.5%	1.0%
People Managers	45.9%	53.7%	0.4%
Senior Executives	36.3%	62.9%	0.8%
Board	60%	40%	-

• Multi generational workforce:

GENERATIONAL PROFILE
ALL EMPLOYEES*



Generational Categories

Boomer	1946–1961
Gen X	1962–1979
Gen Y (Millennials)	1980–2000
Gen Z	2001–2009

- **Engagement score:** This year's Engagement Index is **72.9%**, slightly lower from last year.

- **CSL's Disability Profile:** CSL continues to focus on disability inclusion worldwide and, while the Company expands its disability status metrics in various geographies, CSL continues measuring its progress in the United States and Germany. Representation of people with disabilities is 6% in Germany. The percentage reflecting the representation of people with disabilities in the United States is 10% in FY2025.

For more details on CSL's Inclusion and Belonging initiative and the metrics above, refer to CSL's [Corporate Governance Statement FY2025](#)

* Data as at 30 June 2025 and includes all salaried employees globally where birthday is recorded (99.4% of CSL's total workforce).



Healthier Communities - *Providing better care for brighter days ahead.*

Our greatest opportunity to contribute to society is through the development of new therapies for serious unmet medical needs and through the continued supply of life-saving vaccines, iron therapies, plasma and other protein-based therapies.

Focus Area	Highlighted Initiatives
Donor experience Create best-in-class donor experience in partnership with donors and communities by continuously innovating the donation process, supporting donors' holistic well-being, and investing in the health equity of donor communities	<ul style="list-style-type: none"> • Improving donor experience through individualised nomograms: A notable initiative within the donor experience focus area was the addition of the Rika Plasma Donation System™ (RIKA), followed by the introduction of RIKA's Individualised Nomogram, iNom™, which over the reporting period has been made available in all CSL Plasma collection centre's within the U.S. and Puerto Rico. • New Voice of the Donor survey to be implemented: As part of CSL's on-going efforts to provide a more positive donor experience, CSL will be launching a Voice of the Donor survey in July. Results of the survey will be reviewed and improvements, where appropriate, will be made at each individual donation centre to enhance donor experience. • 93% of plasma donors are willing to donate again and 90% of plasma donors are willing to refer a friend or family to donate plasma at their CSL Plasma centre. (Based on self-reported survey data administered through the CSL Plasma mobile app.)
Patient experience Elevate the patient experience in drug development by embedding patient insights and lived experience through patient-informed clinical development programs and formalising plans to include representative populations.	<ul style="list-style-type: none"> • Clinical trials in operation: 59 clinical trials in operation across all therapeutic areas • Innovation: Research and development (R&D) investment of US\$1.35 billion. • Remote options for clinical study participants: Listening to the input of patients, their caregivers and research participants as CSL designs clinical studies is a key focus. Study participant and clinical researcher feedback on study design helps identify procedures that can be conducted in the home or a location better suited to the needs of each participant. During FY2025, over half of the studies started by CSL included remote options for participants.
Access and affordability Advance equitable access to our medicines and vaccines by designing programs around vulnerable populations and expanding strategic donations.	<ul style="list-style-type: none"> • Access to products and therapies: In FY2025, CSL's investment in humanitarian access programs and product support initiatives across the world totalled US\$16.5 million. • Community Support: US\$35.4 million in global community investment contributed in FY25 across our strategic areas of support, including patient communities, innovation and science and to local communities. • New commitment: In support of reaching more communities and patients, through discounted products, CSL announced a new aspirational commitment to treat up to 450,000 people with anaemia in at least three low-and middle-income countries with CSL Vifor's Ferinject® by FY2030. • Providing access in the event of influenza pandemic: As a leader in public health protection, CSL Seqirus has now partnered with over 30 governments around the world. In April 2025, CSL Seqirus was contracted by the Health Emergency Preparedness and Response Authority's (HERA), part of the European Commission, to support the region's pandemic preparedness plans. • Advancing access through partnerships: Since 2009, CSL has continued its product access program in partnership with the World Federation of Haemophilia (WFH). In FY2025 CSL donated over 100 million international units (IUs) of coagulation factor therapy as part of its continued support of the WFH Humanitarian Aid Program. CSL's donation has so far helped treat over; 12,500 acute bleeds, more than 6,800 people with bleeding disorders (PWBD) and over 1,800 PWBD receiving ongoing prophylaxis therapy to prevent bleeds. Data is based on calendar year 2024 and reflects CSL's second calendar year of the five-year commitment.



Healthier Environment - Delivering on our **promise** to **preserve a healthier planet**.

We're committed to fulfilling our promise – to create a healthier world – in an efficient, inclusive and environmentally respectful way, embedding these practices across our organisation for a brighter tomorrow.

Focus Area	Highlighted metrics												
Energy Undertake initiatives that reduce emissions internally and across our supply chain	<p>The Science Based Targets initiative (SBTi) has approved CSL’s near-term science based emissions reduction targets. These are:</p> <ul style="list-style-type: none">CSL commits to reduce absolute Scope 1 and 2 greenhouse gas emissions by 42% by FY2030 (from a FY2021 base year)¹CSL commits that 73.1% of CSL’s suppliers by emissions – covering Scope 3 categories: purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution - will have science-based targets by FY2030.												
Waste Divert waste from landfill through reducing, reusing, recycling and composting	<p>CSL’s Healthier Environment metrics for FY2025:</p> <table><tr><th></th><th>FY2025</th><th>FY2024</th></tr><tr><td>Total Scope 1 and 2 GHG emissions (Metric kilotonnes CO2-e)</td><td>286</td><td>348</td></tr><tr><td>Total Water consumption (Gigalitres)</td><td>5.55</td><td>5.69</td></tr><tr><td>Total waste (Metric kilotonnes)</td><td>93.51</td><td>93.80</td></tr></table>		FY2025	FY2024	Total Scope 1 and 2 GHG emissions (Metric kilotonnes CO2-e)	286	348	Total Water consumption (Gigalitres)	5.55	5.69	Total waste (Metric kilotonnes)	93.51	93.80
	FY2025	FY2024											
Total Scope 1 and 2 GHG emissions (Metric kilotonnes CO2-e)	286	348											
Total Water consumption (Gigalitres)	5.55	5.69											
Total waste (Metric kilotonnes)	93.51	93.80											
Water Identify, prioritise and implement water reduction initiatives	<ul style="list-style-type: none">Progress on CSL’s emissions targets: Compared to FY2024, there was no significant movement in Scope 1 emissions in FY2025. CSL continues to execute its roadmap of deploying energy efficiency measures and reduction projects needed to meet its FY2030 commitment, while maintaining optimal operational capability to meet the levels of production needed to manufacture its products. In FY2025 the results and outcomes of the extensive projects and initiatives across the CSL network had begun to be realised, CSL’s Scope 2 emissions have decreased by approximately 29%, since FY2024. This was largely driven by CSL’s Australian sites’ move to renewable electricity from 1 January 2025 as part of its Renewable-Linked Power Purchase Agreement (PPA) with AGL.												
New focus area: Biodiversity Mitigate the impact on nature from CSL direct operations & increase the resiliency of the supply chain via sustainable sourcing.	<ul style="list-style-type: none">Scope 3 supplier engagement: CSL has continued engaging with its suppliers that contribute to CSL’s Scope 3 emissions. To date, CSL has actively engaged with 71.3% of suppliers by emissions to set SBTi aligned targets and currently 54.2% of CSL’s suppliers by emissions[^] have self-reported to have Scope 1 and 2 SBTi aligned targets. <p>Biodiversity: In FY2025 CSL included biodiversity as part of its strategic focus areas and developed the following commitments for biodiversity. By FY2030, CSL aims to:</p> <ul style="list-style-type: none">address any significant biodiversity impacts at manufacturing sites, resulting from biodiversity impact assessments completed; andsource 100% of all paper and fibreboard for product packaging from certified sustainable forestry. <p>¹In 2022, CSL announced its initial target to reduce emissions associated with its own operations by 40%. This target has since been updated to 42% to align with the SBTi’s reporting period for calendar years. CSL’s Scope 3-related target, approved by the SBTi (as outlined above), is part of CSL’s broader intention to engage suppliers who account for 67% of all CSL’s total Scope 3 emissions. CSL aims for these suppliers to have Scope 1 and 2 emissions reduction targets aligned* with the SBTi. This broader intention applies to suppliers across all Scope 3 categories. The target boundary includes land-related emissions and removals from bioenergy feedstocks.</p> <p>[^] Based on the supplier’s proportion of CSL’s total FY2023 Scope 3 emissions</p>												

Governance

Our Values and Purpose guide us in creating sustainable value for all our stakeholders

As a company driven by its promise, CSL is committed to maintaining the highest standards of corporate governance across our entire business. Our approach to proper oversight and sound corporate governance goes well beyond meeting our compliance obligations. We believe that our governance framework empowers our high-performing and respectful culture while underpinning CSL's Values of Patient Focus, Innovation, Integrity, Collaboration and Superior Performance.

Through sound governance practices and principled leadership, CSL is able to realise its vision of a sustainable future for our employees, communities, patients and donors, inspired by innovative science and a values-driven culture.

Sustainability is governed by **CSL's Executive Sustainability Committee**. The Committee facilitates the development of our sustainability commitments and drives awareness, integration and continuous improvement throughout the Company. **The Committee reports to the CEO/ Managing Director and is further supported by the Board's committees.**

Material Topics

Driven by our strategic framework, performance across our sustainability focus areas supports the execution of our 2030 Strategy and our sustainability vision for a healthier world. Our sustainability strategy focus areas are further guided by our material topics, which inform continuous improvement across our operations and transparency in areas that matter most to our key stakeholders.

CSL's Executive Sustainability Committee (ESC) has overall responsibility for the materiality process and executes a global materiality assessment on a biennial basis. In FY2024, we concluded our sixth assessment and followed the Global Reporting Initiative (GRI 3) Material Topics 2021 by understanding organisational context, identifying actual and potential negative and positive impacts, assessing the significance of impacts and prioritising the most significant impacts for reporting.

Prioritised material topics:

Healthier Communities	Healthier Environment	Governance
<ul style="list-style-type: none">• Affordability and access to health• Product quality and safety• Plasma donations• Product innovation and research• Clinical trial practices• Employee health, safety and wellbeing• Employee development and retention	<ul style="list-style-type: none">• Environmental management• Climate, carbon and energy efficiency• Ecosystem and biodiversity• Circularity, waste and resource management	<ul style="list-style-type: none">• Business ethics, integrity and compliance• Data protection and cybersecurity

Embedding Sustainability into our Remuneration Framework:

CSL has continued to advance its Sustainability programs, specifically in the achievement of environmental ambitions and commitments, and extending its strategy to ambitions and focus areas in Healthier Communities and Promising Futures. Accordingly, the sustainability objective in CSL's Short Term Incentive (STI) program was expanded to cover Healthier Communities and Promising Futures measures in addition to Environment. Five sustainability priorities were part of the measure to incentivise executives to focus on a smaller number of outcomes that will have a meaningful impact on CSL's 2030 Sustainability strategy. The total performance measure weighting for Sustainability is 5%.