

# Environment, safety, people and community

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InvoCare is committed to acting responsibly in ensuring that the company and its employees deliver long term sustainable returns, by seeking to add value for our customers, employees, the communities it operates in and for shareholders.

## Environment

InvoCare is conscious of its environmental responsibilities and continually strives to improve the environmental performance of its locations. The main focus is on the emissions from its crematoria and the disposal of waste. InvoCare cremators and mortuaries are regularly monitored to ensure compliance with the company's standards and all appropriate environmental laws and regulations. All cremators of the company now run on natural gas to minimise emissions.

The company's cemeteries and crematoria which are accessible to the community, provide much needed open space in high density urban areas. These memorial parks provide a tranquil environment for people to reflect and remember their family and friends. The company is well advanced in developing master plans for all its cemeteries and crematoria, plans that will preserve the integrity of these facilities whilst addressing the needs for the future.

## Safety

InvoCare's commitment to the safety of its employees, contractors and the public at large is taken very seriously. The company has a Risk Management System that highlights such risks and documents the actions being taken to either eliminate or reduce risk.

Key initiatives in 2005 include the development of new Learning and Development modules for manual handling and infection control. These modules and others will be introduced in 2006. In addition to Learning and Development, InvoCare monitors all equipment used from a safety perspective, upgrading equipment where deemed necessary.

Occupational Health and Safety (OH&S) is an important element in InvoCare's approach to its staff. The company leads the industry in OH&S management. The Board monitors OH&S performance including Lost Time Injury Frequency Rate which has reduced some 50% in the last 12 months, and any significant incidents.

During 2005 an internal OH&S audit was completed of all major sites with all sites passing the audit. In addition a program has been developed for regular fire safety inspections by an independent organisation which will include training for employees and development of emergency procedures.

## People

Employees are one of InvoCare's greatest assets. The company has 976 employees. The company endeavours to recruit and retain the best people in the industry and in this regard has developed a comprehensive recruiting, performance management and Learning and Development system.

The company's comprehensive Learning and Development program helps ensure staff are properly trained and equipped for further advancement within the organisation or the industry at large. InvoCare is recognised as an industry leader in this respect. The company has recently appointed a General Manager – Human Resources to support its businesses in identifying development needs and to further enhance Learning and Development across the company.

In addition to performance reviews InvoCare recognises employee service with various awards based on years of service with the company. The company employs 753 full time and 223 part time employees as well as 65 consultants. Over 55% of the company's personnel have 5 years of service or more with the company and 27% have 10 years of service or more.

The company strongly supports Equal Employment Opportunities (EEO) with an EEO Policy. It also has anti-discrimination and harassment policies in place. The company employs 523 females or 53% of its total employees.

The company has a comprehensive Code of Conduct in place which all employees are required to be familiar with. This is particularly important having regard to the sensitive nature of the business and the confidentiality of information required.

Also the company has an Employee Assistance Program as a part of a commitment to the well being of its employees. Confidential counselling is available for employees suffering trauma, stress or conflict.

### Community

InvoCare's operations and its employees play a significant community role, providing important services and interment rights for the various cultural and religious groups that comprise these communities.

Market research both internal and external is continually being undertaken, the results of which are taken into consideration in the company's strategic planning. InvoCare's branding strategy and in particular the alignment of its major brands to identified major market segments is an example of this.

The company's cemeteries and crematoria preserve heritage and provide a valuable history of the past. A number of InvoCare's locations have been acknowledged as sites of historical significance as well as being beautiful places to reflect and remember. Several memorial parks have won garden awards in their local government areas. The company's ongoing community awareness program encouraging memorialisation helps ensure community history is not lost.

The company supports financially (both directly in financial support and indirectly via its employees) various community activities. In 2005 there were 168 community events held across Australia with many thousands of community attendees. These included fund raising events for the Cancer Council to open days at company facilities and grief seminars. In addition to the recognition the company has received from various communities, a number of our employees have been recognised by Federal, State and Local Governments for their community services.

