

FY23 SUSTAINABILITY REPORT



BINDAREE
FOOD GROUP



BINDAREE FOOD GROUP

BFG is a transformative and evolving business which continues to embody the strong sense of family and integrity on which it was built. A wealth of proven experience, history and knowledge across the business ensures that BFG delivers on its mission of sharing and celebrating quality, sustainable food solutions at home and with the world.

As important as the provenance of our product, our proud Australian heritage is part of the business' identity and helps to position BFG as a prominent leader in the Australian beef industry.

We take great pride in the experience and passion of our people, and pair this with a unique flavour that we bring as a business to our products and our relationships – and therein lies the BFG difference.

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A MESSAGE FROM THE CEO

I am pleased to share the Sustainability Report for Bindaree Food Group (BFG) for the financial year ending 30 June 2023 (FY 2023). This report contains information about our business and the environmental, social and governance (ESG) issues that are most important to us.

At BFG, we have always believed in ethical business practices, with positive contributions to our customers, suppliers, team members, environment, and towns in which we operate, in order to create a sustainable future for our industry. In FY 2023, we took stock to make sure we adapted our ESG strategy to best meet current challenges. Our commitment to sustainability has been built on the following pillars:

OUR PEOPLE

We are dedicated to ensuring the well-being of our team members and the communities in which we operate. This report showcases our efforts to create safe and inclusive work environments, support local communities and promote fair labour practices.

OUR PLANET

We are mindful of our environmental footprint and are committed to investing in innovative technologies, energy-efficient practices and waste reduction programs. This report outlines our progress in reducing greenhouse gas emissions, water usage and waste generation.

OUR PRODUCT

We are committed to ensuring the highest animal welfare and food quality standards across all our operations. This report demonstrates the progress we have made in continually raising these standards.

We are committed to conducting our business ethically. Corporate governance underpins our approach to all the above pillars. This report details the corporate governance framework within which we operate, and on which we continue to build, to ensure we are not only compliant but operating with integrity, transparency and accountability.

Looking forward, we have developed clear goals, initiatives and targets under the three pillars of People, Planet and Product for FY 2024, which we detail further in this report.

I would like to express my gratitude to our team members, customers and communities for their roles in developing and contributing to our ESG strategy. Our sustainability journey is ongoing, and we look forward to sharing more of our successes in the future.



Andrew McDonald
Chief Executive Officer



BINDAREE FOOD GROUP – ONE TEAM, WORKING TOGETHER WITH OUR VALUED PARTNERS TO PROVIDE LEADING, SUSTAINABLE, HIGH QUALITY FOOD SOLUTIONS THAT EXCEED OUR CUSTOMERS' EXPECTATIONS.

CULTURE OF CARE

People are our greatest asset and safety is put first. We promote a culture built on integrity where high ethical standards, trust and honesty are championed with opportunities for team members to grow and develop their careers.

EXCEED EXPECTATIONS

We listen carefully, set high expectations and take responsibility to be the best we can be.

OPENNESS

We embrace diversity and value different points of view, fostering a culture of collaboration, inclusion, and fairness. An open-minded attitude is key.

AGILITY

We welcome change and seek continuous improvement, adapting quickly to bring about transformation.

BINDAREE FOOD GROUP

Paddock to Plate

We use tailored solutions to consistently deliver our quality, Australian grown and processed beef from the paddock to your plate – wherever you are in the world.

FARMING

Our farming operations at Alsace and Myola feedlot are set up for irrigation and dryland farming, where crops like wheat and corn are grown for hay and silage production.

FEEDLOT

Our cattle are finished on a blend of grains for up to 150 days at Myola Feedlot which is the centre point for BFG's cattle procurement, growing and feeding programs.

PROCESSING

BFG not only processes cattle at its two facilities, but also partners with other state of the art processing facilities in Australia. Using only AUS-MEAT certified processing plants helps us maintain consistency in animal care and product quality.

FURTHER PROCESSING

Our purpose-built retail ready processing facility has multiple cutting and slicing technologies to produce a wide range of products ranging from fixed weight, MAP steaks, bulk pack trays with multiple tray formats through to thermoformed packaging solutions of varying size and functional design. BFS provides a range of options for retail ready and value-added processing that can be prepared under export seal for use in the export supply chain or for domestic customers.

SALES & MARKETING

We have a global network that delivers a safe, consistent, and quality supply to our customers, both domestically and globally. We have dedicated local and international teams managing our complex supply chain, and helping our customers navigate global transport and market requirements.

Sanger Trade & Logistics
Tokyo, JP

Sanger Trade & Logistics
Shanghai, CN

Sanger Trade & Logistics
Hong Kong, CN

Bindaree Food Solutions
Burleigh Heads, QLD

Freight St Warehouse
Brisbane, QLD

Myola Feedlot
Croppa Creek, NSW

Bindaree Beef Processing
Inverell, NSW

Alsace Farm
Inverell, NSW

Sanger Trade & Logistics
Sydney, NSW

Monbeef Processing
Cooma, NSW

Sanger Trade & Logistics
London, EU

BFG CAPABILITIES

From humble beginnings we've grown to deliver tailored protein solutions from the paddock to the plate across Australian and international markets. We are at the forefront of food trends with a global protein network and believe in a connected, sustainable Australian beef supply chain.

As we continue to explore opportunities for expansion in Australian domestic and international markets, we remain committed to making our quality products more accessible to more people.

BFG is more than just beef. We offer an array of impressive branded beef options, specifically curated to exceed a broad range of customer requirements. Our brands are respected and well-known for consistent quality across wholesale, retail, and foodservice markets around the world.

MYOLA FEEDLOT CROPPA CREEK, NSW

Our Myola Feedlot is a state-of-the-art facility located in the heart of a fertile grain-growing region near Croppa Creek in norther NSW. With a licence to carry 20,000 head of cattle, the feedlot is designed to provide customers with a tailored experience right from the start of the supply chain.

Myola Feedlot has access to premium locally grown grains providing our cattle with the highest quality feed. The proximity to Inverell also makes the feedlot an integral part of BFG's paddock-to-plate supply chain, ensuring seamless integration and unparalleled efficiency.

Our team of experts at Myola work continuously to ensure the feedlot is one of the most innovative and technologically advanced feedlots in Australia, and to provide the best care for cattle, ensuring they are healthy and well-fed throughout their stay.

BINDAREE BEEF INVERELL, NSW

Our Inverell Primary Processing Facility is a world-class plant located in the picturesque New England region of northern NSW. It boasts a specialised slaughter floor, boning room, cryovac facility, render plant and load-out area. Our highly skilled team is committed to delivering the highest quality beef products to customers worldwide.

Here, wholesale cuts are processed, prepared and delivered around the world to various customers. We use the latest technology and best practices to ensure the highest standards of food safety and animal welfare.

MONBEEF COOMA, NSW

Established in 1998 and acquired by BFG on 29 May 2023, the Monbeef Processing Facility uses the latest hot-boning technology to process quality beef from South Eastern Australia for domestic and international markets. The site is based at the foothills of the pristine Snowy Mountains just south of Canberra and employs around 100 team members who process up to 1,000 cattle per week.

Given the acquisition date, we have not included the Monbeef facility in this report for FY 2023 but note that, moving forward, we will be setting benchmarks and recording data for that site.

BINDAREE FOOD SOLUTIONS BURLEIGH HEADS, QLD

Our team at Burleigh Heads is passionate about developing unique flavours and enhancing beef products through value-add capabilities, from marinated cuts to tailored packaged options.

We proudly service some of the largest names in the retail market and take immense pride in their brands, which have been built over generations of experience in cattle farming, feeding and processing in regional NSW.

FREIGHT ST WAREHOUSE BRISBANE, QLD

Our Brisbane Warehouse is a logistics cold storage centre, its primary function being to receive and despatch chilled and frozen beef products both to BFG's customers, and within its own supply chain.

It is well equipped to store up to 3,400 pallets comprising 1,600 frozen, 1,600 chilled and 200 dry good pallets, serviced by six loading docks for proficient flow of product movement. The site is export licensed and registered for key markets, including USA, Canada, EU, Japan, Korea, Singapore and Taiwan.

SANGER AUSTRALIA SYDNEY, NSW

Sanger Australia is the export and logistics division of BFG. Our team provides unparalleled customer service and a seamless end to end export process, from product sourcing and documentation through to logistics and shipping. Sanger Australia prides itself on fast turnarounds and a flexible approach to international trade and logistics.

INTERNATIONAL OFFICES AROUND THE GLOBE

ASIA The demand for quality Australian Beef throughout Asia has enabled the BFG to expand it's locations, with offices in Shanghai, Hong Kong and Tokyo (and a dedicated team of 20 working from them). BFG currently exports around 15,000mt of beef into China each week with over 10,000mt of this being chilled (5,000mt Frozen). The product is then sold across three different sales platforms; retail, food service and e-commerce.

UK With the new Australia-United Kingdom Free Trade Agreement (A-UK FTA) commencing, BFG recently opened an office in the UK and although current volumes are small (20-30MT week), given that Australian beef has had limited access in this market since 1974, we see a significant opportunity to grow sales in the coming years.



OUR COMMITMENT



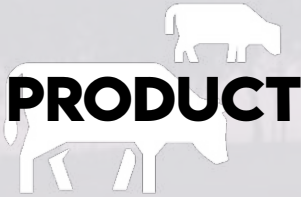


BFG recognises the importance of sustainability and its impact on long term business viability. As we undertake the next stage of our sustainability journey, our approach is to set realistic and effective targets, and to provide transparent and measurable reporting against those targets.

To support this vision, BFG has formed a Sustainability Committee comprised of cross-functional representatives embedded within our business units with oversight of our ESG strategy. The Sustainability Committee reports in, through its Chair, to the Senior Executive Team, which in turn provides regular updates to the Board on critical concerns relating to, as well as progress against, our commitments. With the continual evolution of the ESG landscape, we are reviewing our practices in FY24 to better capture the total number and nature of material concerns specifically related to ESG that are communicated to the Board during each reporting period. Our Sustainability Committee has a range of expertise across ESG issues relevant to our business, and this information and expertise is shared collectively to create and drive our ESG strategy.

For FY24, we have a clear ESG plan, continuing under the three pillars of People, Planet and Product, which we are pleased to share below. We are already implementing a number of new initiatives and projects to meet the targets that we have set.

ESG GOALS & INITIATIVES FY24

	GOALS	INITIATIVES	TARGETS
 PEOPLE	A whole business commitment to prioritise our team's health and safety	<ul style="list-style-type: none"> Further mature the critical risk framework Align the safety management system across sites in compliance with ISO45001 Implement a Health & Safety audit and inspection program that informs the business of our safety performance and enables continuous improvement 	<ul style="list-style-type: none"> Reduction of Lost Time Injuries by 10% year on year All primary and secondary processing sites use the critical risk framework, and identify and report on critical controls Increase the number of hours dedicated to safety training year on year Health & Safety reporting and learning sharing are an active part of our business
	Value and grow our people	<ul style="list-style-type: none"> Establish a respectful workplace strategy to create a culture that supports diversity, equity and inclusion, led through positive leadership engagement Provide opportunities to develop our team and set them up for success 	<ul style="list-style-type: none"> 100% of our team participates in the BFG code of conduct, employee handbook, and key policy training Create and implement a performance review program for our operational team members
	Invest in our local communities	<ul style="list-style-type: none"> Build partnerships with local businesses, producers, customers, and industry Support our communities including our people, local organisations and causes 	<ul style="list-style-type: none"> Refine and implement an 'investing with our communities' plan that delivers purposeful outcomes aligned with our business values Year on year growth in our local community contribution
 PLANET	Reduce emissions	<ul style="list-style-type: none"> Invest in capex for a solar farm on our main primary processing site and explore further opportunities for carbon reduction 	<ul style="list-style-type: none"> Switch to 35% renewable energy by 2025 at our main primary processing site Research and invest in another carbon reduction project by 2025
	Improve water management	<ul style="list-style-type: none"> Reduce water usage and implement improved irrigation and effluent management processes 	<ul style="list-style-type: none"> Reduce water usage rate at our primary processing sites Reduce effluent discharge at our primary processing sites Improve water nutrient levels at our primary processing sites
	Achieve Australian Packaging Covenant Organisation targets	<ul style="list-style-type: none"> Incorporate APCO's Sustainable Packaging Guidelines into procurement and operational processes 	Improve APCO performance rating from 'Advanced' to 'Leading' through progress made in: <ul style="list-style-type: none"> Packaging being recyclable at end-of-life On-site solid waste to be diverted from landfill On-pack labelling to inform correct disposal Packaging made using recycled material Packaging optimised for material efficiency
 PRODUCT	Sustainable procurement	<ul style="list-style-type: none"> Maintain best industry practices on animal welfare, and source from accredited producers who also uphold these standards 	<ul style="list-style-type: none"> Maintain incidents of animal mortality well under industry threshold Exceed stringent audit requirements of our customers
	Uphold the highest food safety and quality standards	<ul style="list-style-type: none"> Embed a culture of food safety and quality through increased training and awareness of new processes 	<ul style="list-style-type: none"> Achieve improved compliance ratings Reduce the number and severity of customer complaints

STAKEHOLDER ENGAGEMENT

We place great value in our stakeholder relationships. Having positive relationships with our stakeholders can help BFG manage risks, enhance its business, and adapt to changing market conditions and regulations. BFG's primary stakeholders include:

CUTOMERS

We engage actively with our customers to ensure our products meet their requirements. We do this through conducting surveys, gathering feedback, and responding to inquiries and concerns about product quality, safety and labelling.

TEAM MEMBERS

Our people are our greatest asset, and we engage regularly with our team members in order to prioritise their health, safety and well-being.

SUPPLIERS & PRODUCERS

It is important for BFG to engage with our suppliers to ensure a consistent and ethical supply chain. Building strong relationships with our suppliers also helps to ensure BFG's highest quality standards are met.

GOVERNMENT & REGULATORY BODIES

BFG engages with local, state and federal governments and regulatory bodies to ensure we are meeting our compliance obligations, including in relation to food safety, environmental protection and animal welfare.

LOCAL COMMUNITY

We engage with our communities through involvement with local groups to support important initiatives and businesses.

IINDUSTRY ASSOCIATIONS

BFG engages with a range of industry associations and groups to share knowledge and collaborate on shared industry goals.

MEDIA

BFG engages with the public through various forms of media in order to share information about our business and products, as well as BFG matters that may impact the public.

INDUSTRY PARTNERSHIPS & MEMBERSHIPS

BFG actively engages with a number of industry bodies and associations, including:

- Australian Lot Feeders Association
- Meat and Livestock Australia
- Australian Meat Industry Council
- Australian Meat Processor Corporation
- Australian Packaging Covenant Organisation
- Australian Beef Sustainability Framework
- Australian Skills Quality Authority

OUR COMMUNITIES

BFG is committed to investing in the local communities in which we operate.

Our Inverell primary processing facility is the largest employer in Inverell and its surrounding regions. We aim to recruit local employees as much as possible, and provide opportunities through career development and traineeships. We actively engage in the local business community through the Inverell Chamber of Commerce.

BFG has supported our local communities by participating in and sponsoring local events, making donations and volunteering time. Some of the community groups in Inverell that we supported during this reporting period include local schools, sporting teams, emergency services and charities such as breast cancer support groups. In addition, we have provided significant support to various local events and initiatives such as local NAIDOC celebrations, the Big Chill Festival (a food and culture festival in Armidale) and Inverell Connection Day (which brings together local service providers, sporting teams and schools). We are conscious of the huge impact the environment can have, and we have also supported flood-affected farmers and contributed to the Northern Rivers flood appeal.

In FY24, we are committed to growing our contributions in our Cooma and Burleigh Heads communities.

BFG HIGHLIGHTS

MULTICULTURAL FESTIVAL

Each year, BFG supports the Multicultural Festival in Inverell, where the majority of our team members are based. The Multicultural Festival is a celebration of diversity, and our Pacific Labour team members take part proudly, showcasing and celebrating their culture with the local community.



INVERELL SHOW SOCIETY

BFG was proud to sponsor the Heifer Show held at the Inverell Show Society, a local event that brings together surrounding communities to celebrate and showcase the agricultural industry. Many of our team showed their own cattle or were active members of the committee.



Our people are our greatest asset. As both the industry and labour market evolve, so too do our people and culture strategies. Our priority is to ensure we have the right people in the right roles, working under safe, fair and equitable conditions. It is critical to BFG's success to plan for the future and align our people's capabilities with our business goals.

With a workforce of 1,096 team members, of which 14.6% are in professional roles and 85.4% are in operational roles, we are committed to creating a sustainable, inclusive, safe and supportive environment in all our locations.

Our People & Culture team continually maintains policies and frameworks in line with the latest legislative requirements, as well as best industry practice. The team uses a variety of performance criteria and metrics to monitor, report on and evaluate BFG's performance in relation to recruitment, onboarding, training, absenteeism, turnover and community engagement. We use this data and feedback to implement new opportunities and improve our team members' experiences.

WORKPLACE HEALTH, SAFETY & WELLBEING

At BFG, our priority is the health, safety and wellbeing of our people.

Our Head of Health & Safety leads a team of trained WHS professionals in key positions across our sites and reports to our Chief People Officer, who is responsible for overseeing BFG's WHS strategy, as endorsed and supported by our Board.

Our WHS policy outlines our commitment to providing a safe and healthy work environment for all team members. It emphasizes a proactive approach to risk management, employee training and continuous improvement.

WHS MANAGEMENT SYSTEM

We have a Work Health and Safety Management System (WHSMS) that provides a systematic approach to managing risk and guides us to best practice beyond our compliance obligations. All team members are covered by the WHSMS and are responsible for complying with their obligations under it at all times.

During FY23, BFG was certified under the ISO45001: Occupational Health and Safety Management Systems standard. The goal of ISO45001 is the reduction of occupational injuries and diseases, and the promotion and protection of physical and mental health. We are now undergoing a complete review and improvement process which will see us invest in a new technological platform and develop a more sophisticated reporting system. Once the new system has been established, we will look to re-commence ISO45001 certification audits across the group.

To enable the business to maintain this standard, we will continue to regularly assess our WHSMS and implement any corrective actions that may be required.

MANAGING RISK

An incident reporting system is in place to ensure all incidents, no matter how minor, are reported, investigated and assessed in order to prevent recurrences.

We manage the most serious forms of health and safety incidents through our critical risk program, which is led at each site by senior leadership. We continually monitor risks and the effectiveness of control measures, with regular review by the Senior Executive Team.

CONSULTATION

We actively engage with our team members, suppliers and other stakeholders to promote a culture of safety. We also collaborate with industry organisations to advance WHS standards and practices.

Across the business, formally trained WHS representatives work closely with management on WHS committees to identify hazards, assess risks, assist in decision making, provide communication channels, highlight training needs, and ensure continuous improvement across our WHSMS. These committees meet regularly to ensure issues are raised and assessed on a timely basis.

We believe that safety is everyone's responsibility and encourage our team members to 'Speak Up For Safety', complete hazard identification processes and safety observations and suggest improvements. Each of our production sites has easily accessible noticeboards that contain important WHS information for our workforce.

TRAINING

Understanding our commitment to WHS is a critical part of our induction program. The majority of our team members are in manual production roles and are required to undertake extensive training on both general WHS processes and job-specific work instructions that identify particular hazards and situations. Our trainers are experienced operators and most have worked in multiple roles throughout our sites, developing a thorough understanding of the different safety environments.

HEALTH SERVICES

BFG offers a range of health services to its team members, which we communicate to staff through a variety of channels to maximise uptake. We partner with third party providers to provide onsite services such as physiotherapy, massage, exercise physiology and mental health support to ensure such services are accessible even in our most remote locations.

We are committed to promoting the well-being of our people and provide an Employee Assistance Program to our team members and their families. This program includes confidential counselling, work-life balance support, wellness programs and educational resources.

INJURY MANAGEMENT

We track and report on key WHS performance indicators to provide transparency and accountability on our safety performance. In FY23:

- Lost Time Injury Frequency Rate (LTIFR) was **26.84**.
- Number of fatalities was **0**.
- Number of hours worked was **1,877,585**.

LOOKING FORWARD

BFG understands the journey to a safer and healthier workplace is ongoing. We remain dedicated to evolving our WHS practices, minimising risks and enhancing employee well-being. We seek to improve our WHS performance by setting targets, measuring progress and learning from both successes and challenges.

Below are some of the continuous improvement initiatives we have recently committed to:

Reporting: We will expand our reporting to include easily-accessible dashboards and critical controls analysis. We will also provide mandatory protocols for each critical risk and disseminate this information across the business.

Resourcing: As part of our commitment to delivering on an ambitious safety strategy and executing a pipeline of safety initiatives, we have reviewed our WHS resourcing. As a result, we have recently increased our WHS team from 5 to 7 positions, with the addition of a Head of Health & Safety and a WHS Systems & Assurance Advisor.

Psychosocial Safety: To better understand potential psychosocial risks, we have rolled out a new psychosocial questionnaire and risk assessment which will form the basis of our psychosocial strategy. We have leveraged off industry experts and the People at Work framework in developing this revised approach. Additionally, we are reviewing mental health training options for leaders and ways to better communicate our EAP offering.

Systems: We are harnessing the benefits of technology and data to improve health, safety and well-being outcomes, transitioning to more sophisticated systems for the management of health and safety risks, as well as early intervention and return to work programs.

Development: As part of our commitment to equipping our team members to be safety advocates every day, we are developing a new full day training curriculum for leaders and managers. We will also be developing new health, safety and well-being induction material in FY 2024 to ensure our training provides the most up-to-date information and instructions around WHS risk management.

BFG HIGHLIGHTS



ON-SITE PHYSIOTHERAPISTS

Work related injuries of a more serious nature generally include strains to the shoulder and hand, often seen within the industry due to the highly repetitive and physically demanding tasks in production areas. Early intervention strategies have been implemented with a particular focus on musculoskeletal injuries. These strategies include employing on-site physiotherapist and massage services to assist with treatments, assessments and ongoing well-being checks for

high impact roles. These strategies have raised awareness amongst our leaders and team members, leading to increased identification of potential injuries, better injury reporting and significant improvement in recovery duration and outcomes for our team members.

DIVERSITY & EQUAL OPPORTUNITY

BFG is committed to actively promoting diversity and inclusion in our workplace, and to embedding a culture that provides for equal opportunity across all areas of our business. We engage in recruitment strategies to attract and retain a diverse range of team members, and are proud to share that our workplace is currently made up of over 23 nationalities.

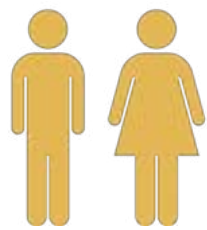



We believe in providing a safe and inclusive workplace free from discrimination, harassment, bullying, victimisation and vilification, and where staff are treated with dignity, courtesy and respect. We communicate to and train all team members on our values, code of conduct, policies and procedures. Our grievance process sets out clear expectations for our team members regarding respectful behaviour and how to raise and manage grievances. We take complaints seriously and ensure corrective actions are implemented effectively.

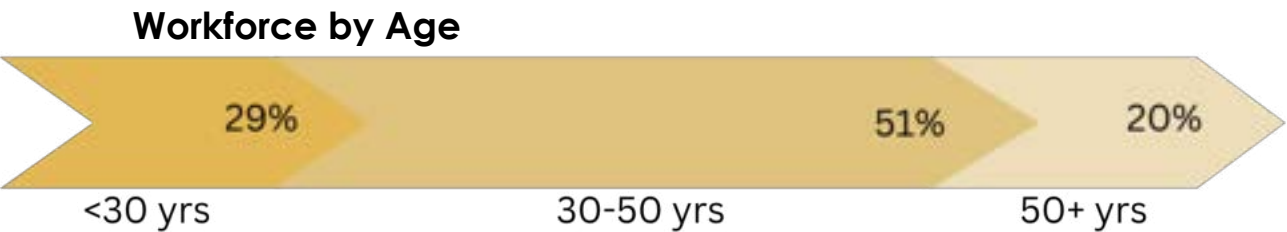
BFG has been active during the FY23 reporting period in reviewing our workplace flexibility guidelines to provide team members more options to request flexible working arrangements. Our updated parental leave program is inclusive and provides increased benefits to our team members.

We currently monitor statistics on pay and gender gaps, and have conducted benchmark exercises based on reputable third party salary surveys. We report data to the Workplace Gender Equality Agency, as required by the Workplace Gender Equality Act 2012.

We value our older team members and aim to provide opportunities for those looking towards retirement to transition into less laborious roles, leadership roles or flexible work arrangements. We will establish a more formal system in the coming years to provide clearer and more structured programs in this area, including partnering with external agencies.

We will continue to explore how we can further develop opportunities to increase diversity and equal opportunity during the next reporting period.

WORKFORCE BY GENDER				
	BFG Workforce Gender Split*	Appointments to non-manager roles, incl promotions#	Appointments to manager roles, incl promotions#	Board Members*
Female	26%	34%	53%	40%
Male	74%	66%	47%	60%



*Workforce numbers are measured in headcount (not FTE) as the end of FY23
#Workforce numbers are measured from the latest WGEA reported figures.

BFG HIGHLIGHTS

MEAT BUSINESS WOMEN EVENT

In October 2022, several BFG team members participated in Meat Business Women's conference in Sydney, its first in-person conference in three years, where women from across the industry met in a supportive environment to share their experiences and help drive positive change.



INDUSTRIAL RELATIONS

Our two Enterprise Bargaining Agreements, covering our processing and maintenance teams at Inverell (712 people, comprising 65% of our workforce), were entered into after lengthy consultations and negotiations with team members and their representatives. They seek to minimise disruption to our team members' scheduled work and, where operational downtime is essential, we engage with our team members and provide as much notice as possible to them. Various Awards cover other team members across our sites.

To ensure we stay compliant and competitive, BFG undertakes benchmarking assessments to regularly review the competitiveness of our conditions in line with the Awards, National Employment Standards and market data.

We provide engagement opportunities for our team members across the business to contribute and be consulted on a range of topics. These forums have been less formal during FY23, but we aim to increase engagement and establish new committees going forward to ensure team members' concerns are heard and adequately addressed.



LABOUR HIRE & PACIFIC LABOUR SCHEME

The Pacific Australia Labour Mobility scheme is implemented by the Australian Government to deliver jobs for Pacific and Timor-Leste workers, enabling them to develop skills, earn income and support their families and communities back home. The scheme also helps Australian businesses address workforce shortages and supports the broader economic development of the countries and local communities that are involved.

Since 2019, BFG has welcomed Pacific Labour Scheme (PLS) workers from Fiji, Vanuatu, Papua New Guinea, Solomon Islands and Samoa, increasing diversity in our workforce and creating opportunities to share cultures. We have seen the benefits of cultural exchange not only in our workplaces but also in our communities, with many of our PLS team members participating in local sporting teams, contributing to local charities and becoming a valued part of our communities.

BFG has built long term partnerships and worked closely with our external providers to develop the skills of our PLS team members, who make up approximately 40% of our skilled workforce. These skilled workers have received training from BFG to complete Certificate III in Meat Processing.

To support our PLS team members both within our business and our communities, we promote and participate in cross cultural events and community information sessions, and we engage in monthly onsite meetings with PLS representatives.

PLS team members are protected by the same workplace rights and laws as Australian workers, and additional measures are in place to support their welfare and well-being while they live and work in Australia. We are aiming to improve our engagement with, and support to, PLS team members going into FY 2024, with the implementation of pay parity for all classifications and increased PLS involvement in our consultative and workplace health and safety committees. They are a valued part of our team and we note that, where we provide general data on team members in this report, that data is inclusive of our PLS team members.

BFG HIGHLIGHTS

LAI'S STORY

Laisenia Lesumailepanoni (Lai) is a skilled meat worker who arrived in Inverell in January 2020 with the goal of working hard and saving money to send home to his family in Fiji.

Lai commenced working with us in a cleaning role and progressed to become a slicer two years ago, completing his Certificate III in Meat Processing.

The Pacific Australia Labour Mobility scheme has not only provided Lai with the chance to upskill and earn a livelihood, but has also offered him a chance to immerse himself in the local Inverell community. He enjoys playing rugby and is a member of the local church.

Since Lai commenced working at BFG, he has been able to support his family to build a house in their village in Fiji, which is now almost complete. Lai travels home when he can, and will be doing so this Christmas 2023. Lai's story embodies the richness of opportunity and diversity that can be found within BFG.



TRAINING & EDUCATION

We believe strongly in training and education, and in offering opportunities for growth within our business. We are invested in training our people and in FY23 provided an average of over 44 training hours per person. This year we have undertaken a comprehensive review of our training program with the goal of improving our compliance requirements and providing more targeted training to individuals. We have updated our skilled learners' program to boost the internal talent development of critical roles such as boners and slicers.

Our Inverell site is a Registered Training Organisation approved by the Australian Skills Quality Authority, providing formal and nationally accredited training including Certificates II and III in Meat Processing (under a traineeship) for the majority of our production employees. BFG has dedicated training teams across our sites, including formally qualified trainers and assessors.

Upon joining the business, new operational team members are provided with hands-on induction to support skills development, safe work practices and an effective transition into the business. Most operational team members will then join a traineeship, during which they will participate in further training, review and assessment. Team members then have the opportunity to further their skills by completing Certificates II and III in Meat Processing.

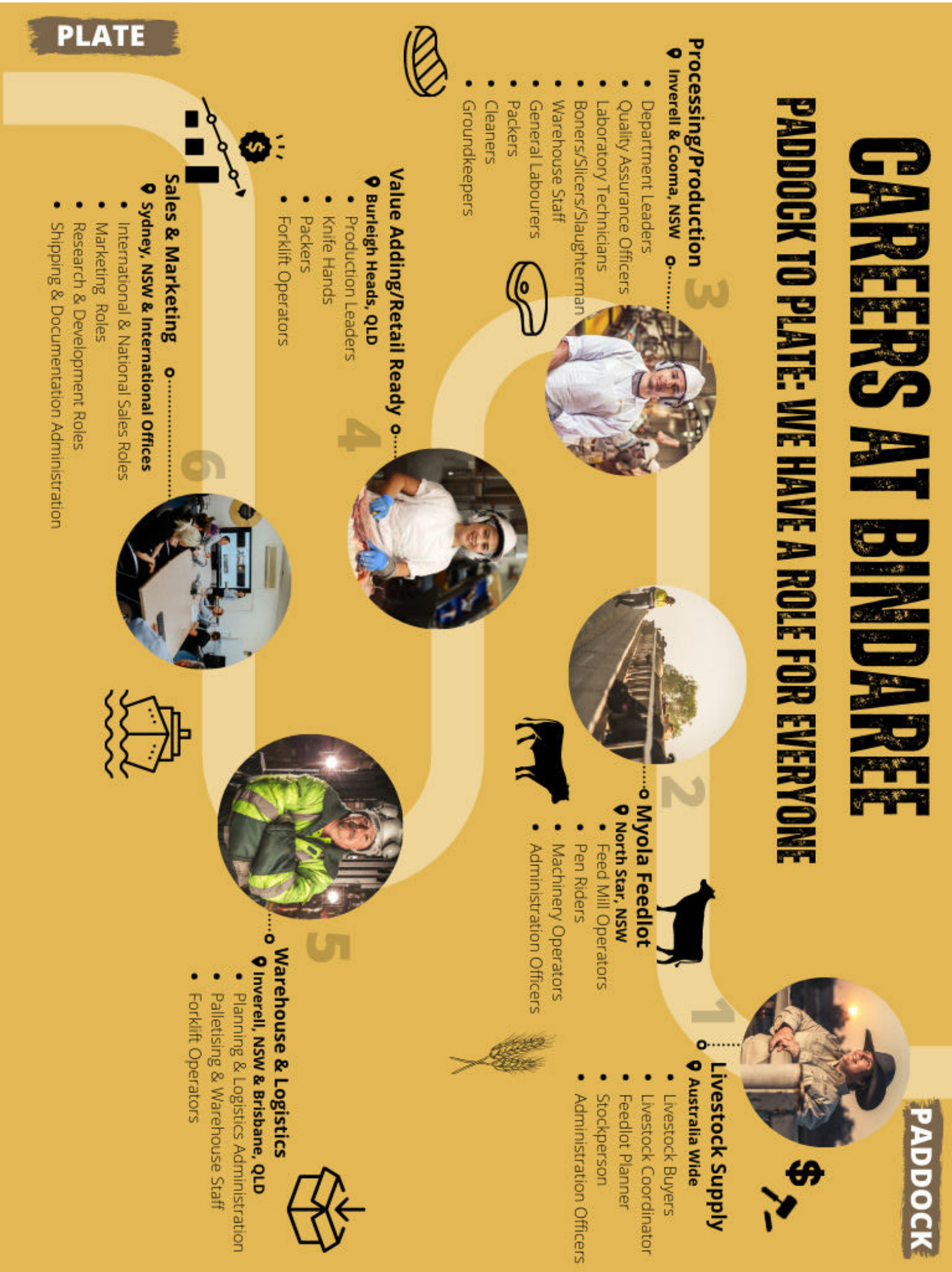
During FY23:

- 24 team members completed their traineeships
- 35 team members completed their Certificate IIs in Meat Processing under our Registered Training Organisation certification
- 20 team members completed their Certificate IIIs in Meat Processing under our Registered Training Organisation certification
- 54 leaders completed a Certificate IV in Leadership with an external Registered Training Organisation.

BFG drives the performance and development of its corporate team members through Planning and Review sessions. These sessions occur throughout the year and provide the opportunity for team members to reflect on their performance, plan against BFG's objectives and consider development opportunities. In FY23, 72% of eligible team members participated actively in the program.

BFG offers many opportunities for growth within our business. Many of our leaders started in labouring roles, developed into skilled roles, and are now supervisors and managers.

INTERNAL TRAINING SUMMARY	
	TOTAL HOURS
Induction	13,324
Skilled Learner	23,095
Work Instruction	12,088
	48,507



CAREER PROGRESSION WITH BINDAREE

1 Entry Level

- No qualification or experience required
- Commence a traineeship in Certificate II Meat Processing



Cleaners
Labourers
Packers
Trade Assistants

2 Skilled/Qualified

- Cert II/III in Meat Processing
- Trade certificate
- Licenses



Boner
Slicer
Slaughterman
Forklift Operator
Tradesperson
Stockperson

3 Operational Leaders

- Relevant experience
- Certificate IV in Leadership



Leading Hand
Area Supervisor
Maintenance Supervisor
Production Manager

4 Corporate & Support

- Relevant experience
- Formal education; Diploma, Bachelor Degree or higher



WHS Advisor
Engineer
Sales & Marketing Roles
Trainer & Assessor
People & Culture Advisor
Finance Officer
Analyst

5 Senior Management

- Relevant experience
- Formal education; Diploma, Bachelor Degree or higher



Department Manager
General Manager
Senior Executive

BFG HIGHLIGHTS

CREATING OPPORTUNITIES - SUPPLY CHAIN GRADUATE

BFG's first formal Graduate Program generated a great amount of interest from many talented graduates across our country. The position of Supply Chain Graduate was offered to Rebecca Walton, giving her the opportunity to learn about our business from paddock to plate over the course of the 12 month program.

BFG supported her in achieving her Certificate IV in Meat Processing Leadership and her AUS-Meat Accreditation in Beef Specification. As part of the graduate program, Rebecca had the opportunity to work closely with our People & Culture team and she developed a great interest in this area. Upon completion of the graduate program, she was delighted to accept the position of People & Culture Advisor. It is within this team that Rebecca said she "learnt how to manage BFG's biggest asset, its people".



DEVELOPING OUR LEADERS

In the past few years, BFG has enrolled over 150 leaders across the business in a Certificate IV in Leadership as part of its commitment to developing a better workplace for our team members. Eddie Rainger, our Inverell Maintenance Supervisor, was awarded the 2023 Trainee of the Year at the NSW Government Training Awards, New England Region. In Eddie's celebratory speech he commented, "I now have a better understanding of work environments and how I can contribute and make changes within the greater community".

BFG recognises the importance of protecting the environment and is committed to partnering with our suppliers, customers, industry and government bodies to promote environmentally sustainable practices. We have a well-established environmental management system that we continue to review and update.

ENERGY & EMISSIONS

ENERGY USAGE

Each year, BFG reports energy data to the Clean Energy Regulator under the National Greenhouse and Energy Reporting Scheme (NGER).

The following table shows our electricity usage based on metering data across the whole group. From FY22 to FY23, there was a reduction of 3.3% in our electricity usage.

ELECTRICITY USAGE		
<i>*all figures in kilowatt hours (kWh)</i>	FY2022	FY2023
Inverell Primary Processing Facility	16,734,384	16,133,923
Myola Feedlot	543,428	525,386
Burleigh Heads Retail Ready Facility	5,377,309	4,790,437
Freight St Warehouse	677,851*	1,114,187
<i>*We commenced operations at Freight St during FY22, so the FY22 data is for the period Oct21 to Jun22</i>	23,332,972	22,563,993

Energy intensity is measured by the quantity of energy required per unit output. For our primary processing facility at Inverell, we measure the energy required in gigajoules per tonne of hot standard carcase weight.

The consolidation of sources such as electricity, black coal, LPG, diesel, gasoline and petroleum-based oils are included to determine energy intensity in line with the requirements of the National Greenhouse and Energy Reporting (Measurement) Determination.

The increase in energy intensity of our primary processing facility from FY22 to FY23 can be attributed to a reduction in the amount of cattle processed and a number of planned shutdown periods for project and maintenance work, during which we did not process but had little reduction in energy usage as services to the facility were maintained.

ENERGY INTENSITY		
<i>*gigajoules per tonne of HSCW (GJ/t of HSCW)</i>	FY22	FY23
Inverell Primary Processing Facility	3.79	4.70

Moving forward, we expect to improve our measurement of energy usage through more structured internal reporting mechanisms, the installation of metering, the development of metering strategies, and the use of external validations such as by the Department of Climate Change, Energy, the Environment and Water. This will allow us to develop goals and strategies to reduce our energy intensity and monitor the impact of planned projects, including the addition of solar power generation to our facility.

During FY23, we also committed to a major solar energy project that is expected to generate approximately 35% of the energy needs of our Inverell plant. This is anticipated to deliver a reduction in greenhouse gas emissions of 4,500t CO2e. The solar panels will be positioned in a currently unused part of the site in Inverell, preserving the local environment and minimising visible changes to the site. We expect the project to be completed by the end of 2024.

EMISSIONS

BFG also reports Scope 1 and Scope 2 greenhouse gas (GHG) emissions data to the Clean Energy Regulator under the NGER.

- Scope 1 GHG emissions are the emissions released as a direct result of activity at our facilities, for example the production of electricity by burning coal.
- Scope 2 GHG emissions are the emissions released from the indirect consumption of an energy commodity, for example the use of electricity produced by the burning of coal in another facility.

Scope 1 GHG emissions consist of the gases Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), Hydro Fluoro Carbons (HFCs), Perfluorocarbons (PFCs), Sulphur Hexafluoride (SF₆) and Nitrogen Trifluoride (NF₃).

GREENHOUSE GAS EMISSIONS		
<i>*all figures in kilotonnes of carbon dioxide equivalence (t CO₂-e)</i>	FY22	FY23
Scope 1	61,126	61,892
Scope 2	18,493	16,472

For our primary processing facility at Inverell, we measure GHG emissions intensity by the amount of Scope 1 and Scope 2 emissions (t CO₂-e) per tonne of hot standard carcase weight.

GREENHOUSE GAS EMISSIONS INTENSITY		
<i>*all figures in kilotonnes of carbon dioxide equivalence per tonne of HSCW (t CO₂-e/t of HSCW)</i>	FY22	FY23
Inverell Primary Processing Facility	1.32	1.49

We are continuing to refine our decarbonisation strategy. Moving forward, we aim to engage an external consultant to help us identify further carbon reduction projects and develop strategies and projects to reduce our emissions intensity, such as moving to more sustainable fuels and implementing wastewater treatment and co-generation systems.

WATER & EFFLUENT

WATER USAGE

BFG uses water predominantly for cleaning and sanitation, steam generation, and amenities for our team members. We have an active Environment team who identify and manage water-related impacts to ensure we steward water as a shared resource. This is achieved through active stakeholder engagement at both the site and catchment level, including with regulatory and industry bodies, local councils and communities. We operate under site-specific water use agreements and seasonal water restrictions. We consult with relevant authorities to set goals and targets for water use, and also benchmark ourselves against others in the industry. We encourage our team members to suggest initiatives to reduce water use across our operations.

Our primary processing facility is strategically located near Copeton Dam and we work closely with the local water authority to maintain consistent and sustainable supply to our operations. We continually strive to improve our utilisation of this precious natural resource.

Our water withdrawal volume is shown below in megalitres.

WATER WITHDRAWAL IN ML		
	2022	2023
Inverell Primary Processing Facility	568	587

We note that BFG’s main processing facility in Inverell is located in an area of Low Overall Water Risk as defined by the World Resources Institute’s ‘Aqueduct Water Risk Atlas’, while our retail ready processing site at Burleigh Heads is located in an area of Low-Medium Overall Water Risk but has moderate water use through a regulated supply from the local water network.

All our operations have water storage capacities aligned to maintaining consistent and reliable operations and managing water usage fluctuations.

WASTEWATER

Wastewater is the by-product of our water use and one of our key areas of focus when it comes to environmental stewardship. All discharge parameters are set by relevant authorities, and compliance is achieved through a robust sampling, monitoring and reporting system.

The wastewater generated through our primary processing facility is treated through a Dissolved Air Flotation system to remove solids, total oils, fats and grease which can then be processed for use in sustainable fuel products. Further water treatment occurs through an anaerobic lagoon system, in which waste undergoes anaerobic (without oxygen) respiration. This treatment regime targets the reduction of biochemical oxygen demand (BOD), being the amount of oxygen required to break down organic materials. The lower the BOD, the purer the water. We then re-use treated wastewater to irrigate our farmland to support crop production. Our wastewater treatment regime is managed in accordance with our Environment Protection Licence. Our other sites treat and discharge wastewater into licensed trade waste networks in line with local requirements.

Looking forward, wastewater treatment is a priority in our ESG strategy. We are currently partnering with the Australian Meat Processor Corporation, the industry’s specialist research and development provider, to complete an innovative engineering study into a wastewater treatment plant and co-generation system to allow us to recycle and re-use effluent whilst also generating energy and reducing carbon emissions.

BFG HIGHLIGHTS

DISSOLVED AIR FLOTATION (DAF) SYSTEM

We continue to refine the operation of our DAF to improve capture efficiencies. We capture a large amount of fat and grease out of our wastewater using the DAF which is eventually used for the production of sustainable bio-diesel.

FLASH CAPTURE PROJECT

A vapour condenser was installed in our steam system to allow us to capture what was otherwise vented flash steam, and to use it to heat water.



PACKAGING

The Australian Packaging Covenant Organisation (APCO) is a not for profit organisation tasked by government to facilitate the delivery of the 2025 National Packaging Targets (2025 Targets). The 2025 Targets were created to change the way Australia creates, collects and recovers product packaging. In 2022, BFG became a member of APCO, joining over 2,000 other Australian organisations committed to reducing the environmental impact of their packaging through alignment of their packaging strategy with the 2025 Targets, which are as follows:

- 100% reusable, recyclable or compostable packaging
- 70% of plastic packaging being recycled or composted
- 50% of average recycled content included in packaging
- The phase out of problematic and unnecessary single-use plastics packaging

BFG is committed to reducing plastic waste through product design and process improvement, which we achieve through the dedication and cooperation of our Procurement, Environment and Technical teams. These teams continually review our packaging designs and our suppliers' products and materials for efficiency, recycled content and recyclability.

In addition, we work closely with our customers to review packaging strategies and strive to offer our customers innovative solutions to help them achieve their own packaging goals. We believe in eliminating superfluous packaging, reducing packaging weight, using recycled materials, and encouraging and contributing to a circular economy. We are continuing to trial suppliers and packaging options for paper-based products.

For the APCO reporting period of January to December 2022, we achieved an overall performance ranking of 'Advanced', meaning we have been assessed to have taken tangible action on our packaging sustainability journey. In our benchmarking report for the same period, our score was higher than the average of all APCO members. Moving forward, we will align our APCO reporting period with our financial year end reporting period.

BFG HIGHLIGHTS

FLOW WRAP

In 2023, BFG was proud to work with ALDI to trial and launch an Australian first – flow wrap packaging for beef mince products, which has reduced the amount of plastic used in the products by 70% compared to the previous tray packaging. The production of this sustainable packaging alternative does not use carbon dioxide, resulting in further environmental benefits. The flow wrap packaging was a Finalist in the Australian Institute of Packaging's 2023 Design Innovation of the Year Award.

We are continuing to work with ALDI to further improve flow wrap packaging, including through the incorporation of other materials such as APCO-compliant soft film to increase the packaging's recyclability.



SOLID WASTE

BFG uses external contractors to collect solid waste from our processing sites. We are committed to diverting waste from landfill to recycling plants as much as possible, and we are also investigating options for recycling soft plastics. Where possible, product transfers between our sites are made in reusable crates, therefore minimising cardboard use.

FINISHED GOOD PLASTIC RATIO

	Plastic (tonnes)	Meat (tonnes)	Ratio
Burleigh Heads Retail Ready Facility*	360	10,272	0.035
Inverell Primary Processing Facility#	149	56,093	0.003

*Ratio is of the primary plastic packaging to consumer meat product sold by the site.

#Ratio is of the total plastic purchased by the site to the total amount of meat sold by the site.





ANIMAL WELFARE

BFG is committed to protecting and improving the health, welfare and comfort of our cattle through industry-leading practices. Our focus on animal welfare extends throughout our own operations as well as our supply chain.

BFG has a comprehensive Animal Welfare Policy and management systems in place which outline our commitment to, and supporting practices for, the ethical treatment of animals. We use humane procedures and endeavour to adopt best practices.

Our primary processing facility at Inverell is independently accredited under the Australian Livestock Processing Industry Animal Welfare Certification System. Our feedlot at Myola is independently accredited under the National Feedlot Accreditation Scheme and the ISO 9001 Quality Management System standard, which specifies requirements for quality management principles and continuous improvement. We also comply with the stringent requirements of our customers regarding animal welfare standards.

BFG's General Manager - Livestock is responsible for overseeing and implementing our animal welfare policies. We also have a team of Animal Health Officers, Animal Health Supervisors, Livestock Managers, veterinarians and stockmen at our sites who continually monitor the health and welfare of our animals.

In addition, we provide comprehensive training to our team members to ensure they are well informed about our animal welfare policies, procedures and expectations. This includes specific training on animal handling and care, presented by a range of internal and external experts.

We noted in our previous Sustainability Update FY21 that significant investments had been made at our Myola Feedlot to improve animal welfare outcomes, including a new animal hospital facility, upgrades to the existing facility, shade over 98% of our pens and a tilt crush for cattle foot inspection. These initiatives have continued to provide positive outcomes for our animals.

ANTIMICROBIAL STEWARDSHIP

BFG has clear management practices and documented treatment protocols for the appropriate use and monitoring of antimicrobials, which help ensure the health and welfare of animals in our care. We work in close consultation with veterinarians to treat each animal individually and address their particular health issues. We follow guidelines set by Meat and Livestock Australia and the Australian Lot Feeders' Association, and only use antimicrobials approved by the Australian Pesticides and Veterinary Medicines Authority.

HEALTH SURVEILLANCE AND REPORTING

We monitor and report on our animal welfare performance on a regular basis. This includes tracking key performance indicators such as the number of animal welfare incidents, corrective actions taken, and progress towards our animal welfare objectives. BFG has maintained less than 0.5% animal mortality per annum.

BFG takes part in rigorous and regular auditing, monitoring programs and industry accreditations relating to animal welfare. We conduct regular risk assessments to identify potential animal welfare issues in our operations and supply chain. Where risks are identified, we develop and implement mitigation and rectification strategies.

We actively engage with stakeholders, including animal welfare organisations, suppliers, customers and team members, to gather feedback, suggestions and concerns relating to animal welfare. This information is used to refine and improve our animal welfare initiatives.

NEW TECHNOLOGY TO ACCESS VETERINARIAN SERVICES

We have invested in new technology and training of our team members at the Myola feedlot to improve the welfare of our animals. This includes the use of the RealWear Head-Mounted-Tablet 1 wearable computer and speech-enabled point-of-view camera which enables remote livestream monitoring to assist with early diagnosis, as well as opportunities for on-site team members to access critical communication with off-site veterinarians at all times.

FOOD SAFETY & QUALITY ASSURANCE

We are dedicated to providing safe, quality food and are driven by a culture of continuous improvement which goes beyond compliance with formal regulations. We provide a comprehensive training program to meet the requirements of our Quality Management System. We operate our processing sites under an implemented Hazard Analysis and Critical Control Points (HACCP) food safety plan.

BFG holds itself to incredibly high food safety and quality standards, against both domestic and international standards, that are validated by regular internal and external food audits.

Our Inverell plant operates under the Safe Quality Food (SQF) Program, a rigorous and credible food safety and quality program that is recognised worldwide and has been approved by the Global Food Safety Initiative (GFSI) as one of the benchmarked schemes that meet their stringent requirements for food safety management systems. Achieving SQF certification is not only a testament to our commitment to quality and safety, but also a reflection of our unwavering dedication to meeting and exceeding industry regulations. Our Burleigh Heads retail ready facility operates under the Brand Reputation through Compliance Global Food Safety Standard (BRCGS), a GFSI-recognised standard that was initially developed to meet the robust requirements of UK and EU food safety legislation and has now become an international standard for food safety and quality practices. These independent standards serve as the foundation for our HACCP food safety programs.

In addition, our Quality Management System complies with the requirements of:

- The Codex Alimentarius Commission's General Principles of Food Hygiene and its HACCP annex
- Supplier Ethical Data Exchange (Sedex)
- Food Standards Australia and New Zealand
- Australian Standard AS 4696:2023 Hygienic production and transportation of meat and meat products for human consumption
- AUS-Meat and AUS-Qual, Australia's leading not-for-profit providers of agribusiness auditing, certification and training services
- Meat Standards Australia, the standards developed by the Australian red meat industry that have also been verified by the United States Department of Agriculture
- Export Control Act 2020 (Cth)
- Export Control (Meat and Meat Products) Rules 2021 (Cth)
- Australian Government's Department of Agriculture, Fisheries and Forestry
- Customer-specific programs including as required by Aldi, McDonalds and Coles

The BFG website sets out a list of further registrations, certifications and licences for each of our sites.

BFG's Quality Management System measures success by set key performance indicators. Our team's ongoing focus on quality resulted in a 20% reduction in product complaints from the previous year. We continually promote food safety awareness and on the job training through our Registered Training Organisation programs, accredited by the Australian Skills Quality Authority.

BFG is dedicated to providing safe, high-quality meat products. We adhere to the following practices:

				
Product Traceability	Quality Control	Labelling	Packaging	Customer Education
Our products can be traced back to their source, providing transparency and traceability in case of product recalls or safety concerns.	Rigorous quality control measures are implemented throughout the production process to detect and eliminate potential safety hazards.	We provide clear and accurate product labelling, including allergen information and storage instructions.	Products are packaged to maintain their quality and safety, preventing contamination and spoilage.	We actively educate our customers about safe handling, cooking and storage of our products through product labels, website resources and customer service.

GOVERNANCE

The Board of Directors of Yolarno Pty Ltd, the parent company of BFG, is its highest governing body. The Board oversees and approves the strategic direction of the group, including in relation to ESG. Our Senior Executive Team, led by our Chief Executive Officer, is responsible for overseeing the implementation of BFG's ESG plan each year. The Senior Executive Team brings a wealth of experience and has a broad knowledge set across our business.

BFG's governance committees play a crucial role in providing oversight, guidance and decision-making authority in specific areas of governance or significantly impactful projects. All committees include a Senior Executive Team member who is able to raise issues with, and report back to, the Senior Executive Team and the Board.

POLICY COMMITMENTS

Our Code of Conduct is an extension of our values and is integral to the way we work every day. It applies to all team members including our employees, directors, contractors and consultants. We require these principles to be respected by all third parties with whom we work, including our suppliers. To support our Code of Conduct, we have a suite of policies and procedures on which we train our team members.

We are continually updating our policies to keep up to date with legislative changes and best practice. For example, a key focus during our next reporting period will be on the recent workplace reforms which have a direct impact on our team members.

COMMITMENT TO HUMAN RIGHTS

We are committed to upholding human rights within our business and throughout our supply chain. Our Code of Conduct, Modern Slavery Policy, and Ethical Sourcing and Social Accountability Policy refer to and reflect our commitment to principles set out in the International Labour Organisation and the United Nations' Universal Declaration of Human Rights.

GRIEVANCE MANAGEMENT

We are committed to resolving grievances and ensuring our stakeholders have access to fair and efficient processes for the resolution of their concerns. Our Workplace Grievance Policy applies to our team members in relation to workplace grievances, while members of the community can raise complaints directly with us, or through the Environment Protection Agency where relevant. We have processes in place to investigate, respond to, and report on complaints.

We are also committed to providing mechanisms for individuals to seek advice or raise concerns about responsible business conduct. Our Whistleblower Policy provides certain protections and rights to individuals reporting on such issues.



ABOUT THIS REPORT

REPORTING STANDARDS

This report has been prepared with reference to the Global Reporting Initiative and considers the Australian Beef Sustainability Framework.

SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are a series of goals and targets developed by the United Nations to help countries, companies and individuals achieve a better and more sustainable future by 2030. Whilst the SDGs represent global goals, ESG represents the methods and processes by which businesses report on certain material topics in a structured way. BFG supports the SDGs and believes our ESG progress during the FY23 reporting period was aligned with the following SDGs:

MATERIALITY

In this report, BFG undertook internal impact assessments to identify material topics that we considered the most significant. In the next reporting period, we aim to refine our materiality assessments by engaging more widely with our stakeholders to understand topics of concern to them.

By addressing these topics transparently, we aim to meet stakeholder expectations, enhance our sustainability performance, and maintain responsible corporate governance.

REPORTING

This report concerns the operations of Yolarno Pty Ltd and its subsidiaries, operating as the Bindaree Food Group. It has been prepared by subject matter experts across a range of departments, reviewed by the Senior Executive Team, and endorsed by the Board.



