

2023



Sustainability Report

Contents

Introduction

A word from our CEO.....	4
A word from our Head of Sustainability.....	5
Our story.....	6
Sustainable prosperous farming.....	8
Principles and pillars.....	10
Sustainable goals and commitment.....	11
Business practice governance.....	12
Data analytics.....	13

Our relationship with the environment

Risks associated with climate change.....	14
Packaging and consumption.....	15
Farm and business waste.....	16
Caring for our waterways.....	17
Controlled environment agriculture.....	18
Greenhouse gas emissions.....	20
Energy and renewables.....	12
Pesticides and Herbicides.....	23
Biodiversity.....	24
Innovative Farming.....	26
Protecting biosecurity.....	27

Nurturing our people

Core values.....	28
Demographics.....	30
Our people.....	32
Equality, diversity and inclusion.....	33
Ethical responsibility.....	34
Celebrating ‘giving back’.....	35
Supporting regional communities.....	36
Our commitment to a safe workplace.....	37
Food Safety.....	40

Sustainability in practice

Sustainable agriculture.....	42
Ethical business practices.....	43
Sustainable metrics.....	44
Sustainable governance.....	45
Last word from our Chief Technical & Sustainability Officer.....	46
Corporate information.....	47



The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a ‘blueprint to achieve a better and more sustainable future for all’

The SDGs were set up in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030. They are included in a UN Resolution called the 2030 agenda or what is colloquially known as ‘Agenda 2030.’



**I am pleased
to present the
first Perfection Fresh**

Sustainability Report, which marks

**a significant milestone in our commitment to
corporate responsibility and transparency.**

As CEO, I recognise that to make a significant contribution to our people, our consumers and the world we live in and to strive for better business practices, we must operate sustainably. In this report, you will find information about our efforts to reduce our environmental impact, promote diversity and inclusion, improve the health and safety of our employees, and contribute to the communities where we operate.

Our Sustainability Report reflects the Perfection Fresh journey, from our legacy origins to our current achievements. Integrating principles and practices that govern our operations and decision-making will allow our business to grow and align within the industry in which we operate. We believe that sustainability is a moral imperative and an organic growth process to assist challenges and help achieve our goals and ambitions. We have set ambitious targets in many areas and will continue to work towards achieving them.

By cultivating sustainable farming practices in our 43-hectare glass house and on 104 hectares of protected tunnels on our berry farms, we manage our water, energy, waste and the use of pesticides and fertilisers, reducing greenhouse gasses, conserving natural resources, and mitigating climate change. Our responsibility to the environment mirrors our promise to the supply chain, and we are committed that by 2025, 100% of all our packaging will be recyclable, reusable, and compostable.

We recognise that sustainability is a journey, and we are committed to continuous

A word from our CEO

improvement – which begins with what is the heart of our business - our people. The people of Perfection are culturally diverse, hold a wealth of experience and knowledge and are imperative to the growth and day-to-day promise of producing the highest quality fruit and vegetables. We rely on the support of our regional communities and strive to give back to those less fortunate than us.

Investing in the next generation of growers, agronomists, supply chains, and business minds means the future of horticulture in Australia will be exciting. This Sustainability Report is our opportunity to fully engage in the safety and well-being of our stakeholders, including customers, employees, investors, and communities. It highlights how we can better understand expectations and incorporate feedback into our sustainability strategy.

At Perfection Fresh, we hold ourselves accountable for everything we do. Our Sustainability program is governed by a robust internal mechanism based on global reporting standards. We promise transparency and adherence, and with the added benefit of our innovation in data analytics, metrics and evaluation, our plans demonstrate our commitment to a sustainable future.

With the current macro and micro environmental challenges we face, it seems that we are not the only company that must make crucial decisions daily and like, John Simonetta, Chief Commercial Officer says, “produce never stops growing,” and neither will we. I thank our employees, customers, and partners who have contributed to our sustainability journey. In 2023 I look forward to working together to build a more sustainable and rewarding future.

Michael Simonetta.

A word from our Head of Sustainability



Environmental, Social Governance (ESG) is complex and multifaceted and requires a business to prioritise what ESG topics are most important.

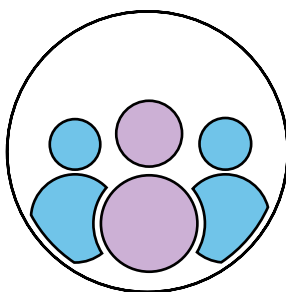
At Perfection Fresh, we have focused our resources and attention on understanding what sustainability issues our employees, customers, and stakeholders consider necessary but also looking broader at what is essential to Australia's horticultural and wider agricultural industries. From a global perspective, our ESG framework has taken into consideration The United Nations Sustainable Development Goals, and we have linked our ESG material topics where possible to these. We have reviewed and aligned with the 2015 UN Paris Agreement and the Task Force on Climate-Related Financial Disclosures in setting GHG emission reduction targets. Collecting the baseline data for the ESG material topics in 2022 is complete. In short to medium term, we will work with our extensive network of growers, suppliers, and customers to share our knowledge and work with our partners for a more sustainable future.

Michael Liddell.



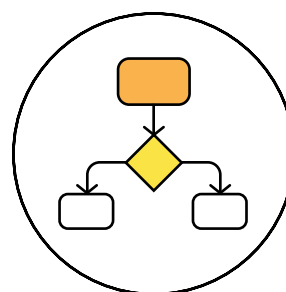
Environmental

Environment sustainability ensuring that the production, distribution and consumption of a product are not harming the environment.



Social

Social sustainability ensuring that people right through the supply chain are well treated.



Governance

Governance sustainability ensuring that the business is well managed and financially sustainable.

Our story

In 2023 Perfection Fresh is proud to celebrate a 45-year history. Founded in 1978 by Antonio Simonetta in NSW, Australia, Perfection Fresh is dedicated to searching the globe for the tastiest produce to grow in Australia for Australians. Over the years, the Simonetta family welcomed the next generation of shareholders; the Victor Smorgon Group and James Orloff. With the support of an additional investment consortium led by Equilibrium Capital, Temasek and PSP Investments, this combined partnership will enable Perfection Fresh to transition its operations to a Sustainable, Prosperous Farming model, identify further opportunities in a controlled environment, grow our domestic footprint and expand internationally.

“We pride ourselves on being Australia's largest privately owned, vertically integrated fresh fruit and vegetable produce business. Since the beginning, providing service and quality produce has been paramount to our success.” Perfection Fresh has grown to employ approximately 2000 employees at any time across a portfolio of high-tech production

facilities, national logistics operations and sales infrastructure.

Perfection Fresh works closely with all major retailers, independent retailers, and the foodservice sector. We're passionate about growing delicious seasonal produce, and we've harnessed Australia's unique climate and diverse growing regions to make that happen. From the sun-streaked fields of Queensland to the lush midland meadows of Victoria, the mild temperatures of Southern Australia as well utilising the thriving Tasmanian climate, we've established our very own Perfection Fresh growing facilities across the country. And partnering with our strategically aligned Australian growers means our fruit and vegetables are farm-fresh and flavour perfect all year round.

In any supermarket, you'll see Perfection Fresh branded fresh produce, which is ready to eat. As a key supplier to major retailers, complemented by our network of central market trading operations and sales into export markets, Perfection Fresh retains an exceptional portfolio of exclusive licenses in Australia.

Antonio Simonetta



The branded proprietary varieties include:

- Broccolini®
- Calypso® mangoes
- Qukes® baby cucumbers
- Mix-a-Mato® tomatoes
- Kumato® tomatoes
- Fioretto Cauli-Blossom®
- Petite Tomatoes™
- Perfection Berries
- Little Gem®, Havana™, Red Tip® Ecoganic® bananas
- Adora Seedless® and Autumn Crisp® Table grapes

At Perfection Fresh, we are working to make the goodness of fruit and vegetables a more significant, more loved part of everyone's diet. Exciting innovations in the pipeline mean that the premise of a sustainable agriculture business will drive Perfection's business strategies.

Utilising new technological advancements, investing in our people, creating a lean and agile operational business and building on produce supply chain expansion have allowed Perfection Fresh to grow from its origins to a company perfecting produce to make more of every food moment.

BROCCOLINI®

FIORETTO®
Cauli Blossom



QUKES®
Baby Cucumbers



MIX-A-MATO®

kumato®
authentic flavour





"In our glasshouse, we treat our tomato plant with care, like you care for a baby. We respect nature, and just by observation, a plant will always 'tell you what it needs.' That's the beauty of growing in a controlled environment, the care factor is paramount."
Naresh Singh, Head Grower.

Two Wells Glasshouse, S.A.



Sustainable prosperous farming



We believe that sustainable and prosperous horticultural farming is an essential aspect of modern agriculture - our motivation is toward a sustainable farming practice

that protects the environment, preserves natural resources, and promotes economic prosperity.

To achieve this goal, Perfection Fresh embraces a range of practices that promote soil health, reduce water use, and minimise the use of harmful chemicals. For instance, using organic and regenerative farming practices will help promote soil health by increasing organic matter content, reducing soil erosion, and improving soil structure. Additionally, we use efficient irrigation systems that reduce water use while maximising crop yields.

Another critical aspect is the use of integrated pest management (IPM) practices. IPM is an environmentally friendly approach to pest control that combines biological, cultural, and chemical methods to manage pests effectively while minimizing the use of harmful chemicals.

Reducing greenhouse gas emissions, conserving natural resources, and mitigating climate change are fundamental to addressing

the negative impacts on the environment. For example, using cover crops and crop rotations can help reduce the need for synthetic fertilisers and pesticides, which can contribute to greenhouse gas emissions. Additionally, using renewable energy sources such as solar power can help reduce the carbon footprint of farming operations.

Over time, sustainable and prosperous horticultural farming benefits farmers, local communities, and the broader regional economy. Reducing input costs and improving soil health can affect increase crop yields and reducing risks associated with farming operations also allows greater access to premium markets, contributing to the economic viability of long-term sustainability. Additionally, sustainable farming practices can promote local food production, reduce the need for food imports, and create new jobs in the agricultural sector.

At Perfection Fresh, we are growing for the future. By implementing sustainable, prosperous farming, we ensure the availability of fresh, nutritious fruits and vegetables to meet the growing demand for food. Maintaining a healthy balance to protect the environment, preserve natural resources, and promote economic prosperity underpins our sustainable prosperous farming operations.

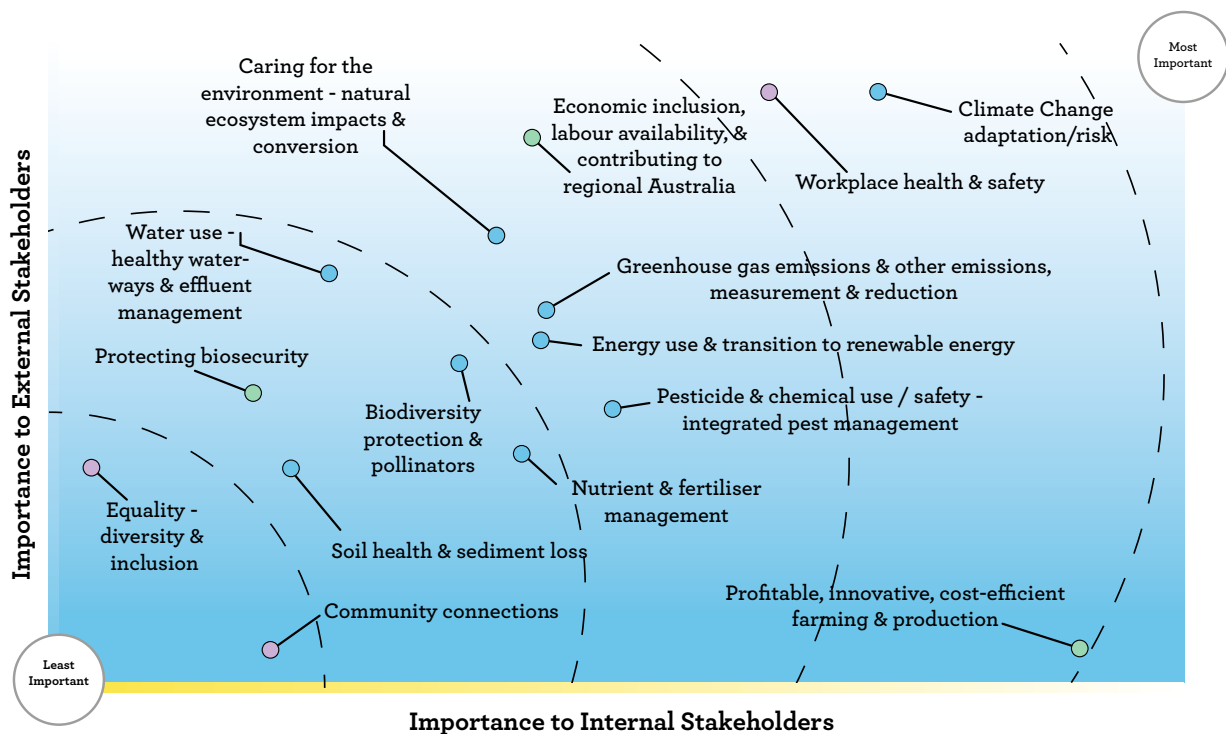
“Sustainable and prosperous horticultural farming can provide economic benefits to farmers, local communities, and the wider economy.”

Principles and pillars

Sustainable, prosperous farming is integral to the Perfection Fresh business.

Our sustainability framework covers three critical pillars Social, Environmental and Economic. Under each pillar, key focus areas of sustainability are found by surveying our employees, customers, suppliers, and business stakeholders to understand what areas of sustainability are important to them. The survey results pinpointed 15 key ESG material topics presented as a materiality matrix.

Materiality Matrix



The Materiality matrix displays the relative importance of ESG focus areas to internal and external stakeholders at a point in time. The importance of each focus area will change over time depending on many factors including social, political and environmental.

Sustainable goals and commitment

We have built a well-rounded ESG program that covers all aspects of a diverse and thriving business. In this program, four key focus areas will underpin our ESG plan.



Packaging

- Assess the impacts of our products on the environment during product design using Sustainable Packaging Guidelines (SPG).
- Lead the development and use of materials from sustainably managed renewable resources considering packaging and product performance requirements.
- Support initiatives to recycle or recover energy from used packaging.
- Use recycled materials where there is an environmental benefit, which is correct.
- Work with APCO (Australian Packaging Covenant Organisation) to find opportunities to minimise the potential environmental impacts.
- Use recyclable, reusable or compostable which contains, where possible, 50% recycled content that is suitable for recycling and reduces the amount sent to landfill.



Ethical and resilient employment within Perfection Fresh and its supply chain.

- Let people be their best regardless of gender, age, ethnicity, faith, ability, or sexual orientation.
- Supporting our communities, building partnerships, and working hand in hand with our suppliers to ensure that every worker in our supply chain is treated with respect.



Managing consumption and waste

- Develop our environmental management systems and processes to improve our environmental performance during manufacturing.
- Eliminate or minimise all types of waste at farms and in manufacturing.
- Increasing circularity within our business.



Climate and Energy

- Focus on continually increasing fleet efficiency and reducing emissions from the distribution of our products.
- Reducing travel, restricting to necessary trips only.
- Promote travel alternatives such as e-mail or video/phone conferencing.
- Calculate the GHG emissions for business scopes 1, 2 and 3 and set targets for reduction.
- Engage with suppliers and growers to understand and validate scope three emissions along the supply chain.

“Integrating principles and practices that govern our operations and decision-making will allow our business to grow.”

Business practices governance

Robust and transparent Governance is essential to the success of a sustainable business.

The Perfection Fresh ESG program is based on evolving global reporting standards and industry frameworks. In addition, setting up a robust internal governance mechanism will be a crucial focus of FY23. The ESG material topics important to our stakeholders are reported regularly, at least annually. They are used for internal board and management decision-making and, where needed, are shared with our external customers and stakeholders.



ESG Risk & Opportunities for Australian Agribusiness

E

- Climate change and natural disasters
- Degradation of natural capital and biodiversity
- Decarbonisation (greenhouse gas emission reduction)
- Air quality
- Sustainable inputs
- Energy transition
- Food security

S

- Modern slavery and human rights breaches
- Human health, safety and wellbeing
- Diversity and inclusion
- Animal wellbeing
- Workforce capacity building
- Local community impact and investment

G

- Compliance with environmental law
- Fair trading
- Market access
- Financial repercussions
- Reputational risks
- Sustainability reporting requirements

Source: KPMG 2030, Today, unlocking and accelerating the ESG Opportunities for Australian Agribusinesses. March 2023.

Data Analytics

Data and analytics are crucial in ensuring sustainable operations at Perfection Fresh. The focus on productivity and efficiency is driven by leveraging data and analytics to identify areas for improvement and optimise resource allocation. By making data-driven decisions, we improve efficiency, reduce waste, and minimise environmental impact. For example, the 43 Hectare Glasshouse in Two Wells, SA, relies heavily on analytics to substantiate many decisions, including analysing data on weather patterns, plant growth rates, and resource utilisation to optimise the use of resources and minimise waste.

By analysing energy usage, water consumption, and other important metrics, Perfection Fresh can identify areas where waste can be reduced and implement more sustainable practices.

To further enhance sustainability efforts, Perfection Fresh plans to implement a user-friendly cloud platform that offers various functions related to sustainability planning, ESG reporting, performance management, analytics, dashboards, reporting and disclosures, stakeholder management, and social and governance aspects. It will serve as a technology enabler that helps us measure, manage, and report our sustainability compliance to ensure the business outcomes are future-proof.

"By making data driven decisions, we improve efficiency."



"Data analytics is not just a tool for improving productivity and efficiency but a crucial ingredient in building a sustainable future for Perfection Fresh."

Francesco Oliveri,
Chief Information
Technology Officer.

Risk mitigation associated with climate change

Perfection Grapes Farm, Robinvale, VIC.

Perfection Fresh is responding to the negative climate change impacts by adopting practices and technologies that build resilience.

Climate change adaptation in agriculture refers to the adjustments made in agricultural practices and operations to cope with climate change's impacts, such as temperature changes, rainfall patterns, and extreme weather events. Strategies used to mitigate the effects of climate change on business operations include protected cropping, also known as a greenhouse or Controlled Environment Agriculture (CEA), changing planting and harvesting times, improving soil management, and adopting new technologies like precision irrigation and weather forecasting. We have focused on protected cropping and encouraging low or no-till farming to help reduce soil erosion, improving soil and water quality.

Climate change was identified in our ESG survey as one of the most critical focus areas (please refer to the Materiality Matrix on page 10), where warmer winters related to climate change may affect fruits and vegetables that need a period of colder weather to produce suitable harvests. Ensuring long-term sustainability, Perfection Fresh's target is to be carbon neutral by 2050, the most important contributor to climate change.

Perfection Fresh is responding to climate change impacts by adopting practices and technologies that build resilience.

Packaging consumption



"At Perfection Fresh, we develop innovative products based on the consumer insight that use recyclable material to reduce the amount of packaging in landfill."

Michael Liddell, Head of Sustainability and Packaging.



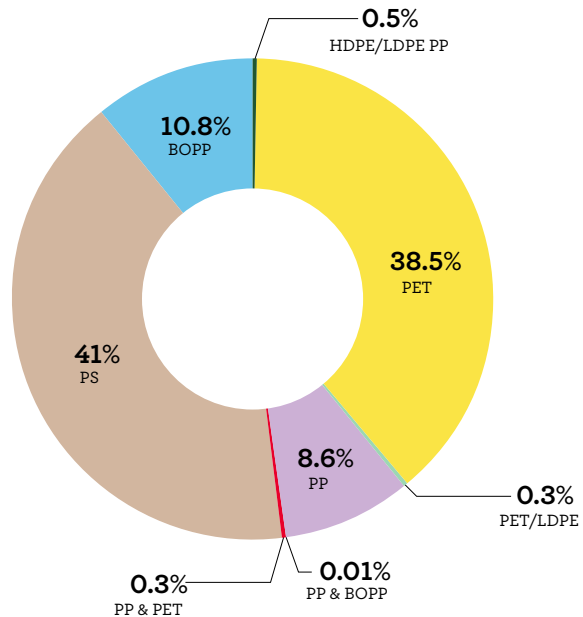
In Australia, the 2025 APCO National Packaging Targets (2025 Targets) set the ambition for all Australians to choose a sustainable pathway for the future of packaging. The targets

articulate goals to improve the sustainability outcomes for all product packaging placed onto the Australian market by 2025. Packaging is minimised, recyclable, compostable or reusable. The target is to have 100% of retail packaging be recyclable, reusable or compostable by 2025, carry the ARL logos and have an average of 50% recycled material where possible. Over the last three years, Perfection Fresh has made substantial progress in achieving this goal.

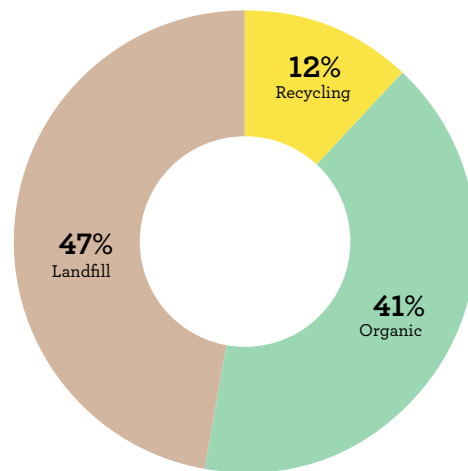
FY21	>83%
FY22	90%
FY23	95%*

*Forecast

Plastic Recycling Streams FY22



Total Business Waste by type FY22



FY22 - Total weight of retail packaging was 1,919,459 kg.

Farm and business waste

Farm wastes, include organic waste, such as crop waste and inorganic waste, such as plastics.

It can also include hazardous waste, such as pesticides containers. Some organic by-products have the potential to be used as a biomass energy source, feed or fertilisers, contributing to circularity measures. However, if incinerated without energy recovery or directed to landfills, by-products turn into waste and cause negative environmental impacts, including greenhouse gas (GHG) emissions and water pollution. The aim will be to minimise waste at the farms and what waste that occurs will be sorted into green waste, recyclable materials and land fill. Our target is zero organic waste to landfill from our farms by 2030.

Food waste in the production system occurs

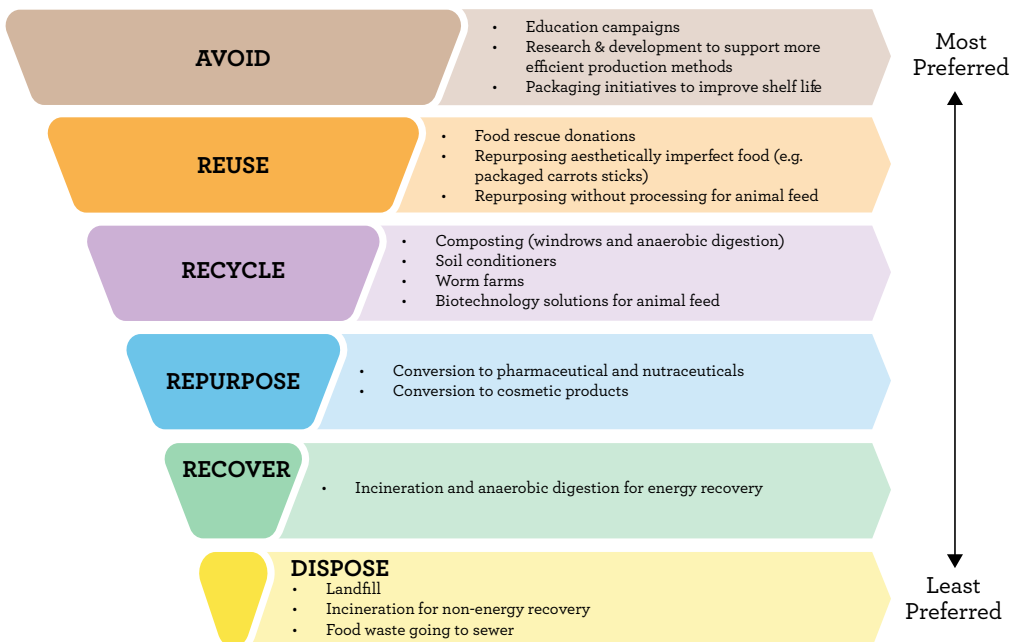
primarily when produce doesn't meet quality standards. Improving the quality and consistency of production is the priority in preventing food waste. Upcycling, developing markets and value-add products for secondary produce is the next alternative to reduce waste. Food insecurity is a prevalent global issue and one seen increasingly in Australia. Many people cannot afford food or are forced to consume insufficient or low-quality food. Since 2014, undernourishment and food insecurity have consistently increased, putting global goals to end hunger at risk.



"At Perfection Fresh, we follow the Food Recovery Hierarchy to help reduce the amount of food waste, creating new products such as Pickled Qukes or Odd Bunch using perfectly good but out-of-specification produce."

Samantha Fraser,
NP Manager.

Waste Hierarchy



Caring for waterways

Australia experiences extreme weather events resulting in drought, water shortages, and excess, as experienced in flood events.

Water extraction for irrigation supports efficient agriculture but can affect water supply in waterways and supply to natural ecosystems. Water management is critical for the continued productivity of the horticulture industry.

The total volume of water used by Perfection Fresh in 2022 was 3,453,479 kl, with 98% being used by the farms for growing crops.

Controlled environment agriculture

PFA Site '22	Waste recycling kg	Waste organic kg	Waste landfill kg
Total business	1,233,066.1	4,206,410.0	1,233,066.1

Perfection Fresh Two Wells uses Controlled Environment Agriculture (CEA), the most modern and sophisticated form of protected cropping, which allows for year-round production, regardless of the season or weather conditions. Protected cropping includes using greenhouses, glasshouses, shade houses, screen houses and crop top structures (“Protected cropping - Department of Primary Industries”).

CEA combines high-technology greenhouses with hydroponic (soil-less) growing systems, which makes it possible to consistently and reliably control or manipulate the growing environment, such as temperature, humidity and light levels, and effectively manages nutrition, pests, and diseases in crops. As part of our commitment to sustainability, utilising CEA also offers a more efficient irrigation system that uses less water, and reducing the use of pesticides, to grow higher quality produce. In our 43-hectare glasshouse at Two Wells, over 18 million kg of fresh produce is grown yearly in CEA, ensuring a consistent supply.

While CEA and protected cropping serve many benefits, there are still some disadvantages, such as heating the glass houses during colder months, contributing to the overall GHG emissions for the business. Perfection Fresh is taking a proactive position to mitigate GHG emission risks such as more efficient use of gas and renewable energy supply sources.

In 2022, our Two Wells glass houses in
South Australia used 1111 Mega litres of water,
30% of water was harvested from rainfall at the site.

43 hectare Glasshouse. Two Wells, South Australia.

Greenhouse gas emissions



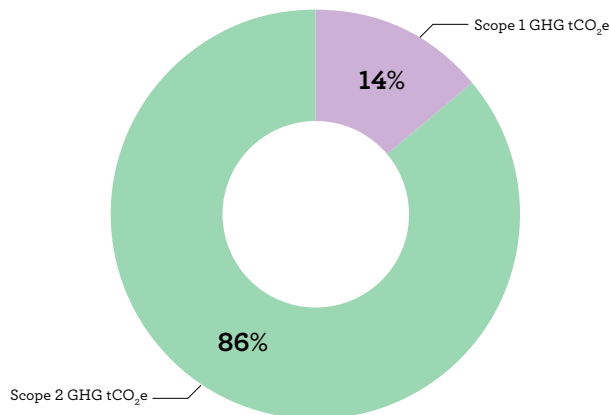
With the surge in ESG activity and investment, investors seek assurance that company value chains are not linked to carbon-intensive technologies. Many

countries require companies to report greenhouse gas (GHG) emissions in their operations and value chain. The most widely used framework for climate-related financial reporting comes from the Task Force on Climate-related Financial Disclosures (TCFD), the Financial Stability Board body. The TCFD aims to improve the transparency and reliability of climate-related financial information, increase reporting

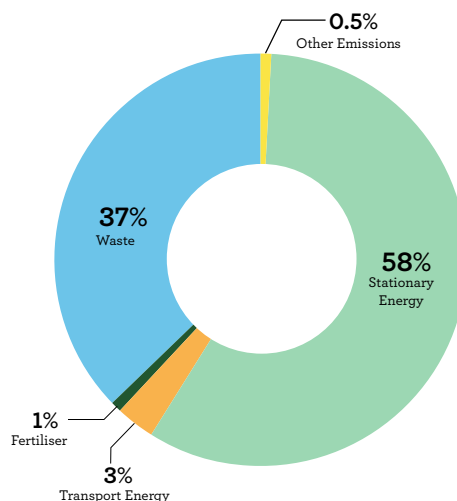
of consistent and comparable data, and enable stakeholders to make informed decisions based on climate-related risks.

The TCFD framework focuses on four principal areas: governance, strategy, risk management and metrics and targets. Recommended disclosures include Scope 1, Scope 2, and, if correct, Scope 3 GHG emissions. Measurement of Scope 3 or value chain emissions can be challenging for companies who need more visibility of complex, global supply chains. Perfection Fresh will work towards a comprehensive TCFD road map to communicate the climate-related risks and the mitigating steps we are taking.

Greenhouse Gas Emissions Total Business 2022



Total Business GHG Scope 1&2 by Type



The next phase calculates the scope 3 emissions generated by the business in delivering goods to customers and receiving goods from our growers, material suppliers and service providers for the goods and services they supply to Perfection Fresh. Currently, Perfection Fresh has many strategically aligned growing suppliers that contribute to our scope 3 emissions, so the next phase will be challenging to gather all the information needed.

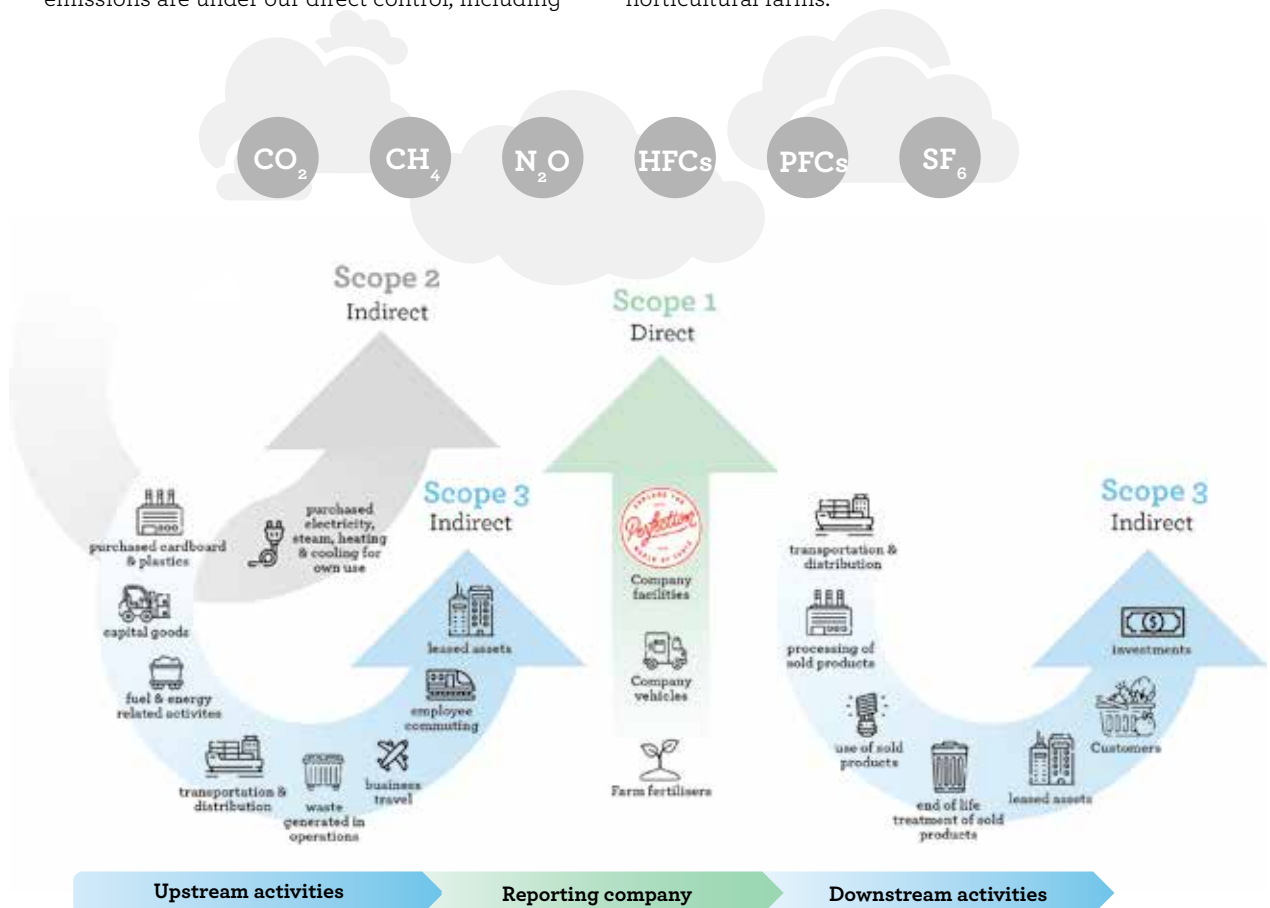
The business will target carbon neutral emissions by 2050 and will complete scope 3 base line data during FY24.

Top 3 GHG emissions across the business

1.	2.	3.
Electricity	Fuel	Waste

During 2022, Perfection Fresh calculated GHG emissions from our operations nationwide, focusing on scope 1 and 2 emissions. These emissions are under our direct control, including

electricity, gas, petrol, diesel, fertiliser usage, how much waste we generate and air conditioning and refrigeration gas we use. Data has been gathered from twenty-one Perfection Fresh sites across six states and Territories. Scope 1&2 calculations have now been completed using an internationally recognised procedure, the GHG Protocol and Hort Carbon, a tool to calculate GHG for most horticultural farms.



FY 22 -Scope 1 & 2 Perfection Fresh total GHG emissions ≈73,000 t CO₂ eq

Energy use



Energy consumption contributes to environmental impacts, including climate change and pollution. Energy efficiency gained through process improvements can

lower operating costs. The trade-off between on-site versus grid-sourced electricity and the use of alternative energy can play essential roles in influencing both the long-term cost and reliability of Perfection Fresh's energy supply. Using energy more efficiently (less) and opting for renewable energy sources is essential for combating climate change and lowering Perfection Fresh's overall environmental footprint.

Options currently being evaluated include:

- Phase over to renewable grid electricity supply.
- Phase over to site solar electricity generation.
- Reducing energy usage, for example, LED lighting.
- Transition to electrical forklifts.

Stationary Energy - Electricity and Liquid Petroleum Gas make up 51.6% of the total scope 1& 2 GHG for the business with site transport (petrol and diesel) adding an extra 2.4%. Renewable energy supply, such as hydroelectricity, significantly reduces the GHG contribution from electricity.

In 2022 53% of GHG emissions for the Spratt Road farm in Queensland came from nonrenewable grid electricity. This compares to 5% of emissions for Riana Berry Farm in Tasmania due to renewable hydroelectricity supply. Perfection Fresh is exploring the options for onsite energy generation through solar and green energy supply contracts at all farm sites.

Using energy more efficiently (less) and opting for renewable energy sources is essential for combating climate change and for lowering an organisation's overall environmental footprint.



Pesticide and Herbicides



Fertilisers can be used to support the growth of plants and deliver quality products. Overusing fertilisers can be expensive, but excessive use of inorganic fertilisers can increase soil acidity

levels and alter soil fertility. The main ingredients of fertilisers commonly used in agriculture are nitrogen, phosphorus, and potassium. The presence of phosphorus and nitrogen in agricultural runoff can accelerate algal blooms through eutrophication. Alterations to the global nitrogen cycle can lead to the rise of nitrous oxide levels in the atmosphere. Nitrous oxide is a greenhouse gas that contributes to climate change.

Perfection Fresh practices responsible management of pests, weeds, diseases and agricultural inputs. Pesticides include herbicides, insecticides, fungicides, nematicides, and rodenticides and can be used in crop production to control weeds and other pests.

Across the Perfection Fresh operated farms in 2022, fertiliser contributed 400 tCO₂e to the entire business's GHG emissions. The 400 tCO₂ is generated from using nitrogen based fertilisers and the contribution is made up from approximately:

1. Urea 100 tCO₂
2. Inorganic nitrogen fertiliser leaching runoff 200 tCO₂
3. Atmospheric Nitrogen 100t CO₂

This is a low but essential level that needs to be managed. Pesticides can decrease the spread of diseases and pests, increase production yields, and limit the need to convert more land. Conversely, if not appropriately handled, pesticides can also negatively impact biodiversity because of their toxicological effects. For example, pesticide and herbicides that target insects or weeds. These impacts can threaten ecosystem services, such as pollination, and have an unfavourable effect on food security and people's livelihoods.

In 2022, across the Perfection Fresh operated farms, fertiliser contributed 400T CO₂e to the total business GHG emissions. This is a low but important level that needs to be managed.

Biodiversity

15

LIFE
ON LAND



Biodiversity is essential for the processes that support all life on earth, and biodiverse ecosystems allow nature to buffer us from natural disasters such as floods and storms, filter our water and

regenerate our soils. Perfection Fresh works with each state's Biodiversity Conservation Acts and legislation to enable biodiversity conservation, sustainable development, and productive farming.

Perfection Fresh farms operate in well-established agricultural regions, and the aim is to improve and support biodiversity. Honeybees and native hoverflies are used at Berry farms to encourage berry pollination as well as the planting of native windbreaks.

9

INDUSTRY, INNOVATION
AND INFRASTRUCTURE



At Perfection Berries Caboolture we are committed to producing the most healthy and nutritious berries possible. To do this, we use a practice called integrated pest management. This

means we use several tools to help us keep our pesticide usage to an absolute minimum.

These practices include regular crop scouting, electronic monitoring of fruit fly activity, release of beneficial predatory insects and use of organic insecticides. Regular crop scouting allows

us to identify temporal fluctuations in pest pressure around the farm. By having an accurate picture of pest pressure across the farm, we can more precisely target the control of pests and diseases.

This often means that we can reduce the frequency of spraying, as we only spray when required, or can choose a different control method that doesn't require spraying.

Fruit fly are one of the most economically damaging pests of soft fruit, with even the smallest occurrence of fruit fly in your crop having the potential to render vast quantities of fruit unsaleable. To manage fruit fly more effectively,

Best
Practice



*“To manage fruit fly more effectively, we use an array of electronic sensors in addition to crop scouting. These electronic sensors have a pheromone that attracts the fruit fly to sensor, allowing 24/7 monitoring of the crop. **Andrew Krol, Farm Manager Calboolture.**”*

we use an array of electronic sensors in addition to crop scouting. These electronic sensors have a pheromone that attracts the fruit fly to sensor, allowing 24/7 monitoring of the crop and immediately notifying growers to the presence of adult fruit fly in the crop.

Whilst there are many insects that can cause harm to our plants and fruit, there are also predatory, or “beneficial” insects that help keep the pest insects in balance. We help maintain the balance between good and bad bugs in the crop by periodically releasing beneficial insects into the crop. Maintaining a good balance

Best Practice

of beneficial insects in the crop often eliminates the need to spray insecticides, as the beneficial insects keep pest insects under control.

To help our beneficial insects thrive, we prioritize the use of organic insecticides. These insecticides are often derived from natural sources, such as plant extracts or other biological controls. This means these insecticides are more friendly towards our beneficial insects and the environment.

Using these integrated pest management practices on our farm ensure that you receive the cleanest and most nutritious berries.

Innovative farming



Case Study

Perfection Fresh, in collaboration with several research partners, has commenced an extensive exploration project to improve labour and production efficiency. The new study investigates whether small drones can effectively pollinate tomatoes and strawberries in Australian protected-cropping environments and remove the need for manual pollination methods.

At the end of this project in September 2023, the drone pollination of strawberries and tomatoes

will have been compared to conventional and alternative pollination techniques. A report will be submitted recommending the following steps should the technology demonstrate high potential.

1. The micro-drones, which are about 15cm x 15cm in size, hover over each cluster of flowers for up to 15 seconds in a glasshouse setting.
2. Turbulent air from the drone vibrates the flowers to disperse pollen before the drone moves on to the next plant.

The new study investigates whether small drones can effectively pollinate tomatoes and strawberries

Protecting biosecurity



“A high standard of biosecurity is critical in protecting our beautiful country by monitoring and managing any new pests and diseases before they impact on our environment. Biosecurity is everyone’s responsibility!”

**Chaise Pensini,
Category Manager,
Banana’s.**

Endemic and exotic pests and diseases threaten Australian horticulture businesses’ health, productivity, and profitability. The industry is particularly vulnerable due to the diversity of plant species and the many pathogens and pests associated with these hosts. Biosecurity is also a significant concern for the industry and the industries they support due to the extensive domestic and international movement of nursery stock through commercial trade.

A disease affecting bananas is of particular concern; Panama disease is thought to be the most destructive banana disease in modern times. The condition has two strains, Subtropical Race 4 and Tropical Race 4. Both are a significant risk to the North Queensland production area, but Tropical Race 4 is particularly devastating.

Key biosecurity procedures that are protecting the banana farms include:

1. Early detection and isolation of affected areas – external and internal surveillance is crucial to minimising the spread.
2. Clean planting material - not moving banana plants or planting material off-site.
3. Zoning farms to remove farm machinery from areas that cross over onto public roads.
4. Wash and disinfecting all machinery, trucks, equipment, and footwear, before entry—including staff.
5. Encouraging staff to leave their boots at the work gate and that all visitors to arrive clean and leave clean.
6. Grow boundary fencing of Lilly Pilli and Casuarina to encourage biodiversity.

P.R.I.D.E: It's the value and beliefs we hold that guide our actions at work, every day.

Passion: It's not just the essential ingredient for growing fruit and vegetables – it's how you develop and mentor a great team.

Respect: We focus on building respectful relationships with our network of growers, suppliers and customers. It's vital to have happy people and a healthy business.

Innovation: We encourage and expect everyone to contribute to fresh produce and product ideation.

Discipline: Staying safe, professional and focused on our core purpose drives our perfectionism.

Ethical: Everything comes down to quality, honesty and trust, from our products and people to our sourcing and service. It's how we perfect every food moment.

Understanding our place in the world

Act for the benefit of all global citizens, locally and elsewhere, fulfilling ethical and moral obligations.

- Strive to add value to society by investing in and supporting local communities and community-based initiatives where supply chain activities take place.
- Indigenous programs and support
- Corporate and/or foundation donations of products and services
- Employee volunteerism
- Group-wide sponsored employee leave-of-absence programs to volunteer outside of local community.
- Hours and personal days provided to employees for community initiatives.
- Funding of citizen-base initiatives through celebrations and awareness building activities.





"The safety and well-being of our people, consumers and customers at Perfection Fresh has been the cornerstone of our organisation.

We pride ourselves on creating a work culture that helps create a positive environment that promotes employee well-being, job satisfaction, and engagement. We set expectations so that our employees understand and embrace our values, contributing to our 'One Team' mindset, and we provide a sense of purpose while supporting career development."

*Dominic Welfare,
Chief People Officer.*

Darcy Holmes

Demographics

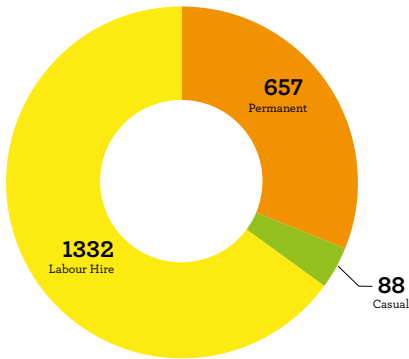
Diversity and Inclusion

Promote diversity and inclusion through the business and the supply chain. Workforce diversity and inclusion fosters the attraction and retention of a workforce that reasonably presents the customer and communities in which we operate; accordingly, the following measures of the process and resulting employee makeup are relevant:

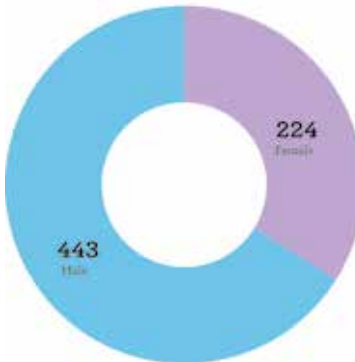
- Employee demographics mix across the business and within the organisation level (eg ethnicity and gender).
- Promotion and executive movement and engage our diverse group of employees, external partners, suppliers and affiliates.
- Provide the resources to develop and implement practices that identify and develop supply management employees and suppliers from diverse and underrepresented populations.
- Recruiting results.
- Retention and promotion rates.
- Gender equity in remuneration.



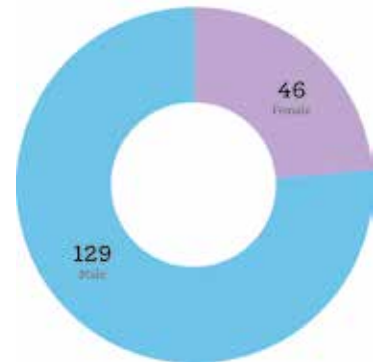
Headcount by status



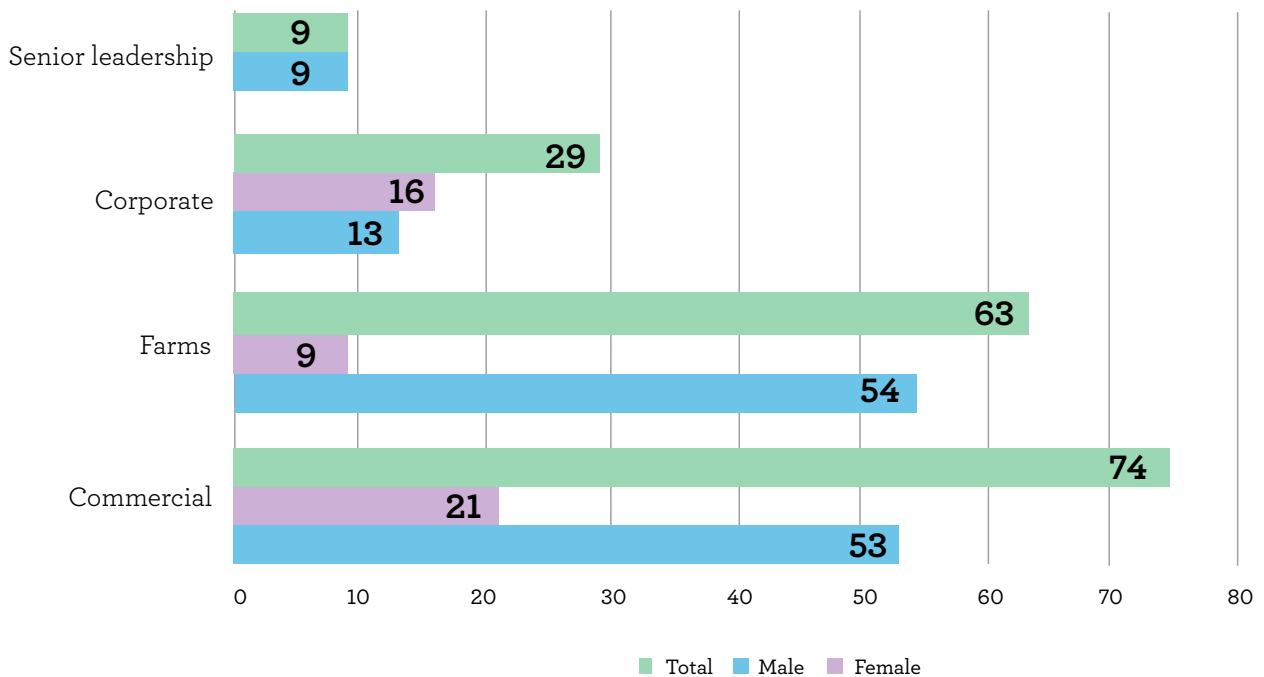
Gender total headcount



Gender total leadership



Leadership gender by business area



Our people



Troy Tropp,
- General Manager Perfection
Fresh Glasshouse,
Two Wells, South Australia

"In our operation, sustainable farming is vital. We need to be constantly changing and improving by integrating and advancing technology to improve the quality of fresh produce to ensure we are environmentally sound and meet the needs of consumers.

Whilst my background in Food Technology, Biotechnology and Chemistry are all necessary for what we do, more importantly, I pride myself on working with and coaching my team so they can strive for success. I am committed to everyone's safety and well-being and spend considerable time ensuring the proper safety and operations systems are in place. At the peak, 900 employees and seasonal workers are on site, so we educate and train our people to ensure they know what to do daily."



Chantelle Tesoriero
- Senior Manager,
Convenience.

Chantelle describes herself as 'all about service', whether for customers or our workers, and she works passionately every day to meet their needs.

As our Senior Manager, Convenience, Chantelle's role is to source, produce and supply our customers with the highest quality fresh produce. In achieving success, Chantelle says working with great employees is critical. To have great employees, we create an environment where people want to work, and we do this by "instilling a workplace based around our P.R.I.D.E values, ensuring everyone looks after each other."

"Being at the forefront of technology is motivating."



Alex John - Graduate Agronomist - Operations Caboolture Raspberry Farm

Alex joined Perfection Fresh's grower graduate program in 2019 after completing his Bachelor of Agriculture Science from the University of Tasmania and his PhD in Dairy Science in Sydney. Alex had a keen interest in technology and precision agriculture, and being with a company that not only encourages but innovates future technologies like Perfection Fresh was a major drawcard.

Involved in a more 'Hands-on' approach to learning, Alex shadowed and worked under the managers, transitioning into the Raspberry packhouse in the busy picking months and, from there, working with the head grower in propagation. Taking on more responsibility, Alex also worked on the management of the farm, crop scouting and pest management, eventually landing a full-time position as an assistant grower at our Caboolture farm.

What's next? High-tech horticulture. In this position, I have a great opportunity to experience innovation where technology and data continue to allow us to make better-informed decisions in many areas of farming and horticulture. Currently, we are in the process of trialling Fruit Fly observation and electronic drip and drain to measure irrigation. Both these techniques allow for real-time data, allowing us to substantiate findings and gives a more granular way to solve problems.

Equality, diversity and inclusion

Culture

Perfection Fresh comprises over 50 nationalities, and the cultural richness brings a diversity of thought to our workplace every day. Perfection Fresh is committed to building a diverse workplace and ensuring that workers from all nationalities, backgrounds and beliefs feel included and are treated fairly with respect and dignity. Over the next twelve months, the actions will further develop women and workers from other cultures into leadership roles, ensuring a diverse and rich workplace culture. Perfection will continue to educate all workers on acceptable workplace behaviours and how to communicate effectively.

Leadership Programs

Contributing to employee professional growth and career development, Perfection Fresh invests in several programs supporting top talent. The Antonio Simonetta Emerging Leaders Award and The Victor Smorgon Innovation Award recognises two employees annually who have demonstrated leadership and innovation initiatives. The two winners receive a \$10,000 grant to further their professional growth and development. In the past, the award winners have gone towards further PhD studies and more.

The Perfection Fresh Graduate program recruits four individuals for a 24-month term, where employees will experience the work on farms, in commercial operations, production facilities, and corporate functions. Individuals will come from various areas, including agronomy, mechanical engineering, supply chain and business.

The Front line Leadership Program will invest in 45 front-line managers providing them with a Certificate 4 in Leadership. The foundations provided will enhance their abilities to manage, motivate and build great teams across Perfection Fresh. Perfection continues to provide financial support to Agronomist graduate students from Western Sydney University with placement opportunities at farms. This offers opportunities to gain practical work experience whilst continuing their research work.

In addition to leadership programs, Perfection Fresh invests in technical training for its employees to ensure career enhancement and increase skills capability. Investment through local universities for agronomists, technical training colleges for forklift operators and truck drivers, and safety training for workplace committees and first aiders ensures Perfection employees maintain the highest skills in the industry.



Jane Rowles, General Manager, Commercial

Since 1997, Perfection Fresh has supported me to develop and advance my career.

Commencing my employment as a Key Account Assistant, I progressed through the business, being promoted to Business Manager Key Accounts to my current position as General Manager, Commercial. This progression has allowed me to develop key business skills while the company was navigating the changing face of horticulture. It has been an exciting and rewarding journey. Fresh produce is such an important part of every

day life, health and sustainability and being part of an organisation which values our customers and suppliers remains an invaluable ideology for business, people and planet alike. I admire the tenure of individuals in this organisation, it speaks volumes in terms of the tenacity, loyalty and resilience of the people within the business and advocates Perfection Fresh as a great place to work.

Ethical Responsibility



Modern Slavery

Perfection Fresh is committed to respecting human rights

as set out in the

Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. We strive to foster safe, inclusive, and respectful workplaces wherever we do business and respect the fundamental rights of Perfection Fresh employees, which are: freedom from slavery and child labour; freedom to associate (or not associate) and collectively bargain; equal opportunity for everyone; a safe and healthy workplace; and freedom from discrimination and harassment.

Ethical Sourcing

Perfection Fresh is committed to upholding human rights, fair working conditions and environmental protection. At Perfection Fresh, the values of supporting human rights, proper working conditions and environmental protection are unwavering. We are aligned with our customers, the community, and Australian Employment Legislation, in continually operating lawfully, and we expect the same from our growers, suppliers, and labour-hire companies. As part of our code of conduct, we require our growers and suppliers to ensure wages and working conditions for employees and labour-hire workers comply with Industrial Awards and Enterprise Agreements.



"By embracing diversity and promoting inclusion, we can help drive positive social change and make a meaningful difference in the lives of workers, customers and communities."

Robyn Francis, Ethical Sourcing Manager.

Seasonal Worker Program

With its Labour Hire partners, Perfection Fresh embarks on sourcing labour through the Pacific Australia Labour Mobility Scheme each year. This program is essential to support our harvest requirements across our farms and provides work opportunities for workers from Fiji, Vanuatu and Timor-Leste. Perfection Fresh, through its Ethical Sourcing and Modern Slavery policies and procedures, maintains the highest level of compliance to upholding human rights and fair working conditions, ensuring the welfare and well-being of all our workers.



"When we visited different villages we were privileged to see a few workers who were proud to show us their achievements and what their money earned whilst working at Perfection Fresh bought for them."

**Sue Pile,
Seasonal Worker
Liaison.**

Celebrating ‘giving back’

At Perfection Fresh, we have a significant role in giving back to the community through charitable collaborations, sponsorships and regional involvement.

Our Corporate Social Responsibility (CSR) is a fundamental aspect of our business, and we recognise and applaud the impact it generates. We do this to build stronger connections and relationships and contribute to developing a positive workplace culture.

Supporting by giving back

We believe that supporting communities in need is an ongoing process. It requires a long-term commitment to making a positive change and a willingness to work collaboratively with others to achieve shared goals. “We believe every act of support can help to create an opportunity to live

a happier and healthier life.” In 2022, Perfection Fresh supported Foodbank by supplying 361,000 meals to people experiencing food insecurity. The ongoing support of Foodbank will continue to grow.

Supporting families

Our relationship with McDonald’s Australia began in 1984, and for over 15 years, we have supported Ronald McDonald House Charities® and will continue this relationship into the future. Ronald McDonald House Charities® creates, finds and supports programs across Australia that help seriously ill children and their families live happier, healthier lives. In support of the Ronald McDonald House Charities® Gala Ball, we donated \$30,000, including ‘100 nights’, for parents to stay close to their sick kids during treatment.



Supporting two fold

Helping reduce food waste as well as helping those people in need, we partner with Oz Harvest by providing fresh fruit and vegetables for those people needing assistance with food relief. Where we can, the produce better suited for donation to Oz Harvest also assists us in our sustainable agricultural practices, by diverting surplus produce from landfills, reducing spoilage and increasing awareness. In turn, Oz Harvest can provide their charities with delicious fresh produce. Last year we donated over 100,000 (equivalent) meals to the underprivileged.



Supporting regional communities

In 2023, Gatton Hawks celebrate 25 years with Perfection Fresh.

Our connection with the Gatton Hawks Football club started as a grandstand sponsorship to say thanks to the community for supporting the early adoption of our ideas and endeavours. The Lockyer Valley in Queensland, which is rated among the top ten most fertile farming areas of the world and has the most cultivated area to grow a diverse range of commercial fruit and vegetables, meant that it was the best for Perfection Fresh founders to trial Broccolini over 25 years ago. The driving force was to immerse ourselves in this important growing region working side by side with the growers. The community stood behind us in the introductory period, which soon became a viable business in Gatton. They took a risk with us, but the benefits meant that growers in the region could grow their businesses and improve the farm equipment and logistics. “The community around Gatton has really supported the growth of the category. Relationships

are key, but if you give your time, then its reciprocated, and sharing ideas eventually lead to new ways to collaborate,” says Graham Rowles.

We are proud to continue our long-standing partnership with the Gatton Hawks and the Lockyer Valley community.



“Any ideas we had, we trialled in Gatton, a region always supporting Perfection Fresh.”

Graham Rowles,
General Manager Brisbane
Markets and Category Sales
Manager Trading Floor.

Our commitment to a safe workplace

‘Work Safe, Home Safe’ is an initiative to ensure our employees, contractors, and visitors return home safely to their families and friends from work. The focus is on building a safety culture through education and communication. Work safe. Home Safe comprises five components covering Workplace Safety Culture, Risk and Hazard control, Reporting, Worker’s health/injury prevention and Contractor Management.

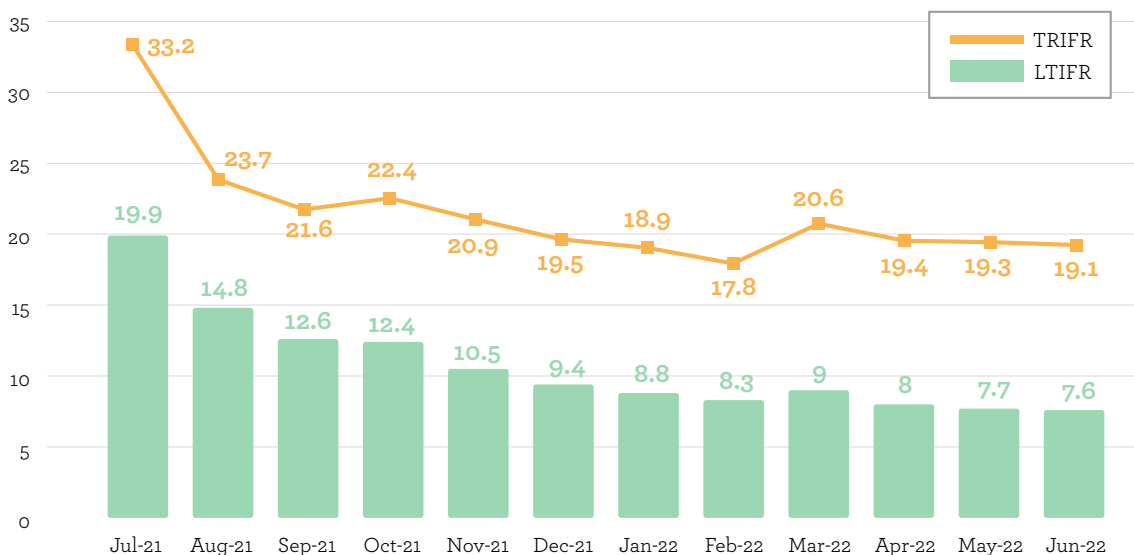
These components are planned to be implemented over two periods. The program aims at reducing the likelihood of injury and ensuring Perfection Fresh is a safe place to work. We are working with all people on our sites to support the identification of hazards within the workplace, report all incidents no matter how serious and assist in finding safe working methods.

Supporting Safety Moments

A safety moment is an informal, sharp presentation on safety awareness. Typically, a safety moment takes 1-5 minutes and is presented at the commencement of each meeting. A different person is selected for each session, allowing for various viewpoints. Safety moments reflect almost any safety situations from the workplace, home life, sporting/recreational activities and other social networks.

Within the Perfection Fresh, it is clear that safety moments have positively impacted safety awareness. One example of a safety moment may be a simple reminder that with the increase in working-from-home activities, it is essential to be mindful of safety around the home, including trip hazards (cords, toys), lighting requirements and ergonomics.

Total Recordable Injury Frequency Rate (TRIFR) & Lost Time Injury Frequency Rate (LTIFR)



Prestart Meetings

Effective communication is vital to all business activities, and safety is no exception. Prestart meetings allow managers and supervisors to discuss the day’s activities with their team quickly. A prestart meeting should take approximately five minutes and hit key safety aspects. This is a perfect opportunity for managers and supervisors to confirm with their staff that they can accomplish the task and have had the required training. They have the proper tools and instructions; an effective prestart meeting allows for 2-way communication, informing, instructing, confirming and allowing any concerns to be raised.

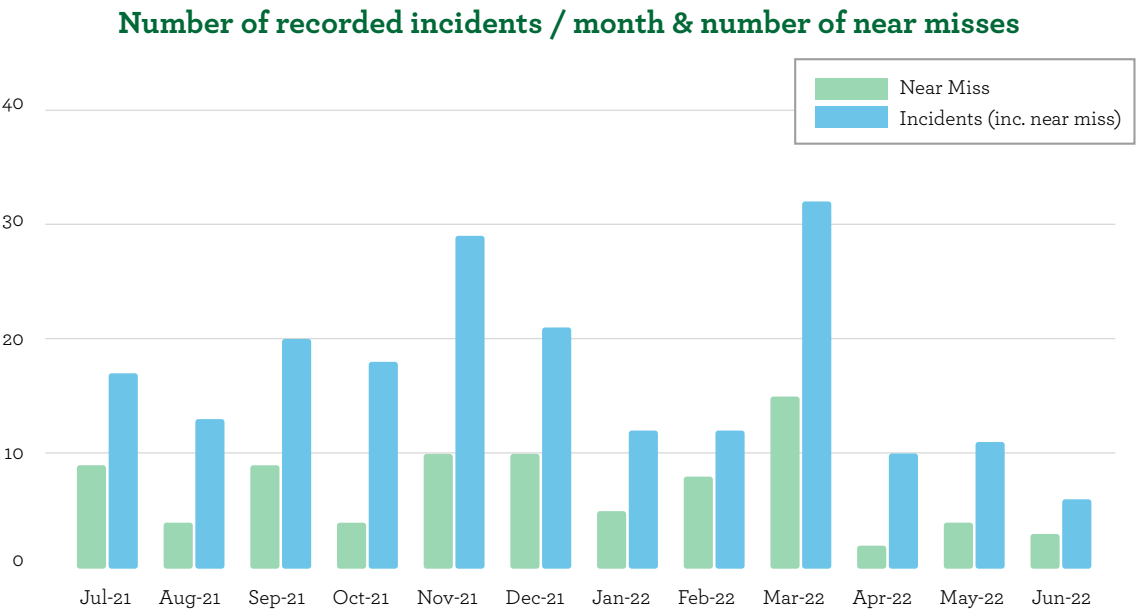
Behavioural Safety

Its unfortunate that most workplace injuries result from unsafe acts, workers not following safety procedures, taking shortcuts, not identifying

hazards, and participating in risky behaviour. The hazardous behaviour you walk past today becomes the acceptable unsafe behaviour of tomorrow. Behavioural safety observations are a tool that allows managers and supervisors to observe a specific task and to guide the worker(s) into a safer method to reduce the risk of injury. This is documented using the Perfection Fresh Leadership Walk and Talk program.

Risk Management and Critical Control Measures

Critical risks are hazards that have the potential to cause severe injury or harm. Life-changing injuries, significant environmental impact or property damage commonly result in business interruption. In 2022 Perfection Fresh commenced an exercise to identify critical safety risks associated with the business. The WHS team identified each facility’s



top five crucial risks using existing risk assessments and industry knowledge. Using the Bow Tie analysis method, essential control measures were developed. Critical risks identified include but are not limited to “pedestrian interaction with heavy vehicles, exposure/storage/handling of chemicals, risk of fire and using EPS panels and machine guarding.

The WHS team are committed to ensuring that critical control measures are adequate to minimise the likelihood of injury from these vital risks. This is undoubtedly an ongoing process that will be continually monitored.

WHS Harmonisation

One company, one safety management system. The growth of Perfection Fresh has resulted in several different safety management systems throughout the group. The level of implementation and maturity varies throughout the group. Some areas of the group have a well-established and mature safety management system, whilst others are at the infancy stage of development.

The WHS harmonisation process commenced in June 2022 and is expected to be completed by June 2023. The harmonisation process takes best practices and the most practical approach to safety management and applies one system across the group.

To achieve this, the current systems must be considered, and the new plans must be independent of the various certifications held across the group. The foundation of safety management systems is based on the requirements of ISO 45001 2018 Safety Systems.

Digital Platform

Real-time reporting of an incident or injury and understanding lead and lag indicators provide us with the data to make informed safety decisions.

To ensure that the leadership group can access this information, Perfection Fresh is currently developing a digital platform and is now trialling the initial prototype. Once implemented, we will have up-to-the-minute access to safety data.

Injury Management and Early Intervention

All safety management systems aim to reduce or minimise the risk of injury. However, if damage does occur, it is important that injury management protocols are followed to ensure the best possible outcome for the injured worker and the business. To enable this process, a trial early intervention process will be implemented in the fourth quarter of 2023. All injuries will be triaged to determine the necessary level of treatment.

Developing solid relationships with the insurer and rehabilitation providers will also aid in early flagging high-risk injuries. This is a longer-term project; we expect to see the benefits in less than 18 months to 2 years.

Pre-employment

Understanding functional capabilities and limitations is fundamental to recruitment. A well-thought-out pre-employment medical that reflects the physical and mental requirements of each position will aid in identifying at-risk candidates. This could allow managers and supervisors to modify duties before employment and reduce the risk of injury. The implementation of this is proposed for 2024.

Audit Monitoring

An audit and monitoring program will be established to ensure all safety systems are implemented and effective. This program will look for areas of improvement and aid in promoting safety across the group. The audit program is expected to be established at the back end of 2024.

Food safety

In addition to the focus we have placed on safety of our people, we also extend this care to our customers and consumers through our food safety and quality programs. As an organisation, we have a long history on investing in food safety and quality. As such we have a mature food safety and quality system that covers the extensive network of our own farms and strategically aligned growers spread across the country. We ensure all our farms and suppliers have an appropriate food safety and quality program actively in place to ensure that the safety and wellbeing of our consumers is assured.

Our Governance of the Approved Supplier Program underpins much of the focus we have on food safety. The base of the program is category focused and is driven by a highly qualified team of technical managers who ensure growers are quality certified to a Global Food Safety Initiative (GFSI) accredited scheme such as SQF, Global GAP or FreshCare. In addition, we also ensure growers have appropriate certification depending on where the produce is sold, such as Harmonised Australian Retailer Produce Scheme (HARPS).

Whilst this forms the foundation of food safety and quality within our own farms and grower network, we also build strong relationships with strategically aligned supply partners to foster a positive culture and open communication around food safety with regular visits and inspections to farmers based on risk profiles of produce and climatic events. This enables us to ensure we can deliver the most trusted and preferred fresh produce to our consumers every time they eat one of our products.



“From farm to fork, we're committed to getting food safety and quality right the first time every day, it underpins our goal by providing the safest, most delicious and nutritious fresh fruit and vegetables for consumers to enjoy.” Natalie Nguyen, Technical Manager



Sustainable agriculture



Aftab Hussaini

Perfection Fresh is constantly evaluating sustainable agriculture methods now, meeting the needs of our generation without compromising on future generations' needs. From soil conservation and improvement by minimising soil erosion, reducing chemical inputs and improving soil fertility through practices such as crop rotation, cover cropping and the use of natural fertilisers and harvesting water. We conserve and manage water through drip irrigation techniques, rainwater harvesting and soil moisture monitoring.

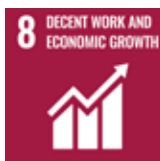
Looking towards the future, Perfection Fresh has commenced several trials to coincide with implementing better sustainable practices such as Drone Pollination, Fruit Fly observation and organic enrichment of soils using spent raspberry canes.



"We are always looking for new innovation with the addition of organic carbon to our soils for improved soil biology and better development of plant root systems."

**Alysson Barbossa Vieira,
Agronomist and Supply
Chain Manager.**

Ethical business practices



For Perfection Fresh, meeting and continuously improving our ethical sourcing goals is not a ‘tick in the box’ exercise. It is about going beyond compliance to ensure that human rights

policies and procedures are embedded and effective across our business and supply chain. Sometimes remediation is required, as is working with our existing strategic suppliers to improve the conditions for their workers or those in their communities. Only then can we be confident that we are progressing in eliminating exploitative labour practices throughout our business and supply chain. Perfection Fresh is uniquely positioned to ensure that doing good is also good business.

Supply Chain Management - Social Responsibility
Driving a collaborative approach to ethical sourcing chain management through engagement, education, open and transparent communications. For the fresh produce industry, supply-chain due diligence has become one of the most important ways to mitigate risk, ensure regulatory compliance, engineer resiliency, and prevent brand damage from angry, supply-chain-conscious customers and activists.

But maintaining effective due diligence in a complex supply-chain is no easy task. It takes time, dedication, expertise, and technology—and, done correctly, is an ongoing, ever-evolving practice, not an occasional check-in. Supply-chain due diligence itself is also changing rapidly because the pressure to understand what is happening at every layer and stage of the supply-chain is greater than ever.

Growing adoption of Environmental, Social, Governance (ESG) management principles require companies to manage their supply chains ‘sustainably’ and ‘responsibly,’ especially in

“We hold ourselves and conduct our business to high standards of honesty and integrity.”

the areas of environmental impact and worker exploitation. One of the tools that is globally used is Sedex, an ethical trade membership organisation that helps businesses. To uphold responsible business and practices and source responsibility. Responsible sourcing is when a business proactively sources products and services ethically and sustainably throughout each tier of the supply chain.

Our business is proud to be a Sedex A/B Buyer Member which provides tools and services that help us to:

- Map and understand our supply chain
- Work with our suppliers to ensure they are upholding safe and ethical practice
- Access the working conditions in our company and supply chain
- Assess the environmental impacts of our business
- Access guidance to improve working conditions







As a Sedex member we are working towards:

- Living wages to be paid
- No use of child labour
- Safe working conditions
- No form of discrimination
- Free choice of employment
- Managing environment impact

Sustainable metrics

Perfection Fresh has focused on four ESG material topics, each with monitored and reported metrics. Metrics are reviewed each year and may change depending on the importance placed by stakeholders in the business.

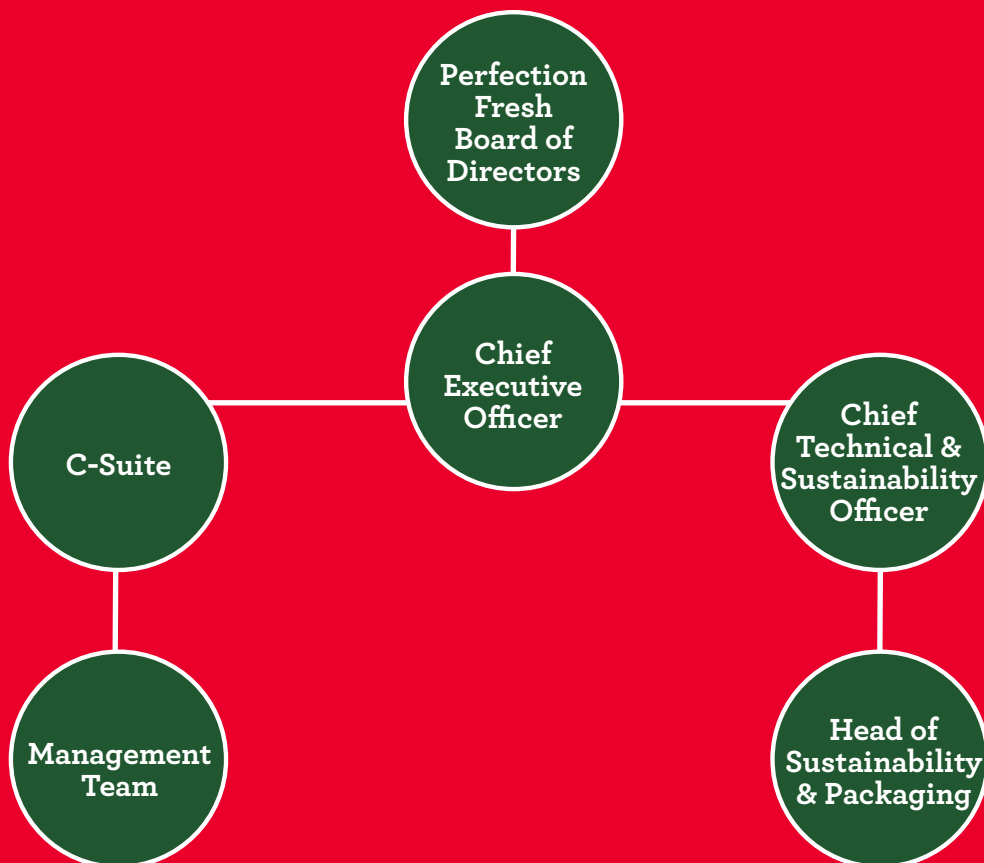
1. Packaging
2. Climate and energy
3. Managing consumption and waste
4. Ethical and resilient employment within Perfection Fresh and the supply chain

Material Topic	Metric Reported	FY 22 Base-line data	Specific Targets
 Packaging	Packaging volumes by material type and submitted to APCO	90%	100% Retail packaging recyclable , compostable or reusable in line with APCO by 2025
	Australian Recycling logos printed on pack.	95%	100% by 2025
  Climate and Energy	Electricity usage	25 million Kwh	Renewable energy supply plan complete by 2025
	GHG emissions scope 1 & 2	73,000 tCO ₂ e	Target carbon neutral by 2050
	GHG emissions scope 3	TBA	Complete base line data collection by 2024. Once scope 3 data established, roadmap of targets to 2050 goal will be developed.
	Water usage	3,125,479 KL	Bench mark water efficiency by 2025
 Managing Consumption and Waste	Waste volumes by type 1. Land fill 2. Recycling 3. Organic waste	4,871,207 kg 1,233,066 kg 4,206,410 kg	Zero organic waste to landfill from farms by 2030.
  Ethical and Resilient Employment	Diversity and Inclusion	Baseline to be confirmed in 2023.	Ongoing promotion of D&I initiatives. Part of our universal DNA - respect, protect and respect program.
	Human and Labour Rights		Acknowledgement and celebration of our people.
	Global Citizenship		Continuous and ongoing development to embed program within our Supply Chain.
	Supply Chain Sustainability Ethics and Business Conduct		Support and training programs undertaken and ongoing.

Sustainability governance

Perfection Fresh governance structure has 3 levels of management that oversee the decisions that impact economic, environmental and social matters within the business and wider community.

1. Board of Directors; accountable for endorsement of the sustainability framework and approval of business wide KPIs and commitments.
2. C-Suite Executive Team; accountable for the development of the sustainability framework and plans. This also entails delivering on business KPIs and commitments with regular updates to the Board of Directors.
3. Management team; translates the sustainability plan into action to enable execution of sustainability initiatives across the entire business.





Last word from our Chief Technical & Sustainability Officer

Creating our first sustainability report represents an important step towards our key sustainability goal of creating a more sustainable future for our planet. Through our framework that focuses on reducing our environmental impact, promoting our social responsibility, and ensuring we create lasting economic value, we demonstrate a long-term commitment to our ESG program.

This report is a significant milestone for Perfection Fresh. It highlights our progress to date, making significant strides towards our 2025 packaging commitment and our first comprehensive greenhouse gas inventory that we will continue to build on in the ensuing years. Given the scale and breadth of our operations, this has been a significant undertaking. We will continue to engage with our internal and external stakeholders to contribute to a more sustainable society.

Whilst much progress has been made, we recognise more work needs to be done. This will allow us to continue to evolve and embrace learning to develop and implement solutions that will continue to make a positive impact. This report identifies areas we want to continue focusing on, including a commitment to reducing greenhouse gases, reducing waste, and

delivering sustainable packaging solutions. We will continue prioritising sustainability in all aspects of our business and work towards achieving our sustainability goals.

Perfection Fresh has a proud history built on legacy values that resonate throughout our organisation today. Part of this origin is our focus on people, respectful relationships with our employees, and strategically aligned growers, suppliers, and customer networks. Hence, our commitment to the ethical sourcing of labour and workplace health and safety is critical to our sustainable business practices. By ensuring all employees are treated fairly and provided with safe working conditions, Perfection Fresh meets our responsibilities, and can improve productivity and reduce risk to our operations. It's vital for our recipe for success!

We understand the importance of sustainability in today's business landscape and are committed to playing our part in creating a more sustainable future for all. We look forward to building on our progress and sharing our sustainability journey with our stakeholders in future sustainability reports.

Andrew Redman.



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- 3. National Food Waste Strategy: Halving Australis Food Waste by 2030

GHG emission	Gas name	Major Source
CO2	Carbon Dioxide	Burning Fossil fuels
CH2	Methane	Agriculture(beef & dairy)
N2O	Nitrous oxide	Nitrogen based fertilisers
HFCs	Hydrofluorocarbons	Refrigeration & air conditioning
PFCs	Perfluorocarbons	Aluminium production
SF2	Sulfur Hexafluoride	Electric power systems



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