

*Good* FOR OUR **ANIMALS,**  
**OUR PEOPLE AND CONSUMERS,**  
AND **OUR PLANET**



**SUSTAINABILITY  
REPORT 2023**

# WHO WE ARE



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Front cover image: Broiler farm, New Zealand



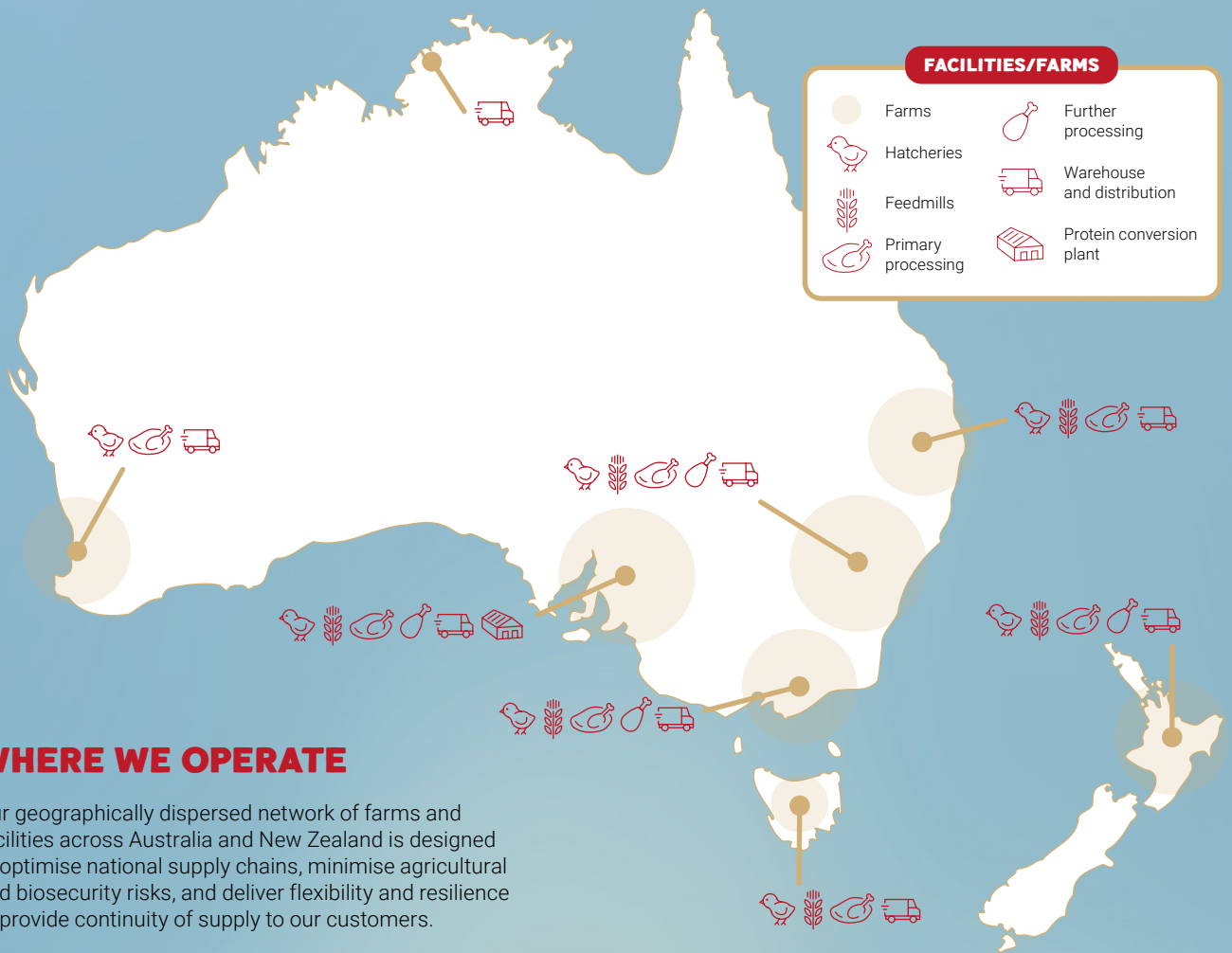
## INGHAM'S IS THE LARGEST INTEGRATED POULTRY PRODUCER ACROSS AUSTRALIA AND NEW ZEALAND.

We supply chicken, turkey and plant-based protein products to retail customers, quick service restaurants, foodservice distributors, and wholesale and export channels. We are also one of the largest producers of stockfeed in Australia.

We employ approximately 8,000 people who work together to support each other, our animals and our customers. Our purpose is to provide deliciously good food in the best way by providing the best quality products and services to our customers and consumers.

We are committed to being Always Good, building on our long-standing and solid reputation for sustainable operations and animal welfare standards. We are proud that all of our barn-raised and free-range broiler\* farming facilities in Australia are certified by the RSPCA Approved Farming Scheme. Ingham's is also proud to be the first and only poultry producer in New Zealand to have all of its barn-raised and free-range broiler\* farms SPCA Certified.

\* Broiler farms nurture our animals bred for meat production.



## WHERE WE OPERATE

Our geographically dispersed network of farms and facilities across Australia and New Zealand is designed to optimise national supply chains, minimise agricultural and biosecurity risks, and deliver flexibility and resilience to provide continuity of supply to our customers.

## OUR PROUD HISTORY

Ingham's began as a family business in 1918 when Walter Ingham Snr purchased 42 acres of land near Liverpool, New South Wales for his son Walter Jnr to farm. In 1953, Walter Jnr's sons, Bob and Jack Ingham, inherited and expanded the business across Australia. The company started supplying products to major retail and quick service restaurants in the 1960s, before expanding to produce turkey and stockfeed, followed by value-enhanced products.

In 1990, operations commenced in New Zealand. The company was acquired by TPG Capital in 2013 and listed on the Australian Securities Exchange in 2016. TPG Capital sold their remaining shareholding on 26 August 2020. During the past decade, we have invested more than \$1 billion in state-of-the-art and sustainable facilities to meet future growth and firmly establish Ingham's as an industry leader in Australia and New Zealand poultry.



Broiler farm, Queensland

# OUR INTEGRATED OPERATING MODEL

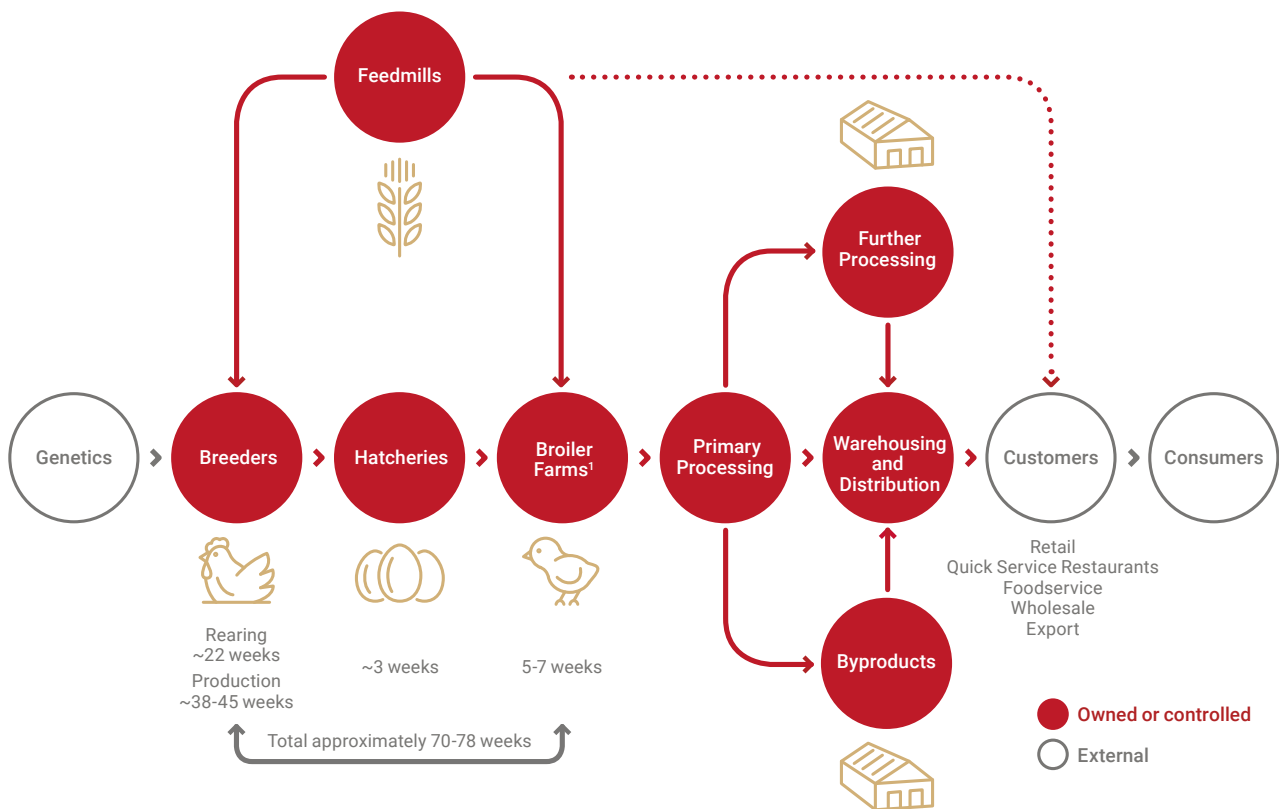
## INGHAM'S VERTICALLY INTEGRATED OPERATING MODEL AND GEOGRAPHICALLY DISPERSED NETWORK UNDERPINS THE RESILIENCE OF OUR NETWORK.

Our model reduces biosecurity risks and enables us to leverage our national network to meet our customers' needs.

We have further invested in our network to reinforce our strong platform for future growth by:

- Constructing a new breeder complex in northern New South Wales;
- Entering into an agreement to acquire Bromley Park Hatcheries in New Zealand;
- Opening new distribution centres in Victoria and South Australia;
- Constructing a new water recycling and treatment plant in Western Australia; and
- Investing in new plant and equipment to improve our productivity at our primary processing facilities in Queensland, Victoria and South Australia.

You can read more about these investments that build our capacity and capability in our 2023 Annual Report.



1. Scope 1 and 2 greenhouse gas, water and waste reporting excludes contract growers (broiler farms).

# OUR APPROACH TO SUSTAINABILITY



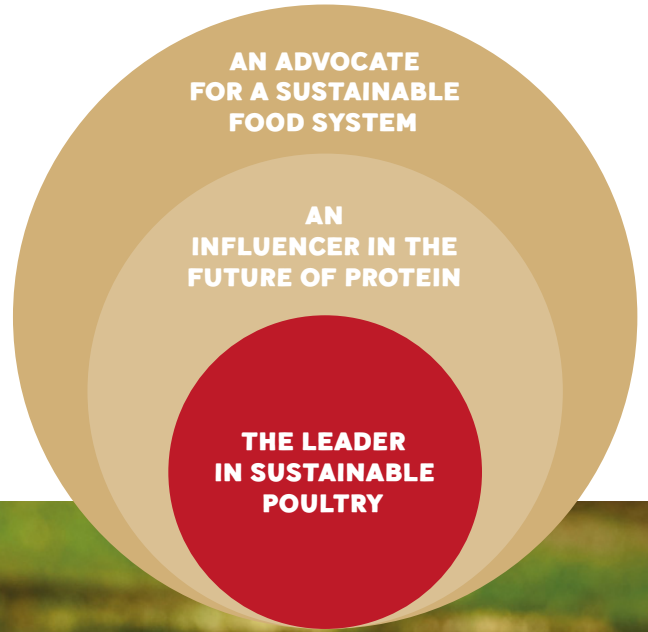
**Andrew Reeves**  
Chief Executive  
Officer and  
Managing Director

**AT INGHAM'S, WE KNOW IT'S IMPORTANT TO PROVIDE DELICIOUSLY GOOD FOOD IN THE BEST WAY, AND WE HAVE MADE IT OUR PURPOSE. WE STRIVE TO BE THE BEST BY ENSURING OUR BUSINESS AND OPERATIONS ARE GOOD FOR OUR ANIMALS, OUR PEOPLE AND CONSUMERS, AND PLANET.**

To deliver this commitment, our sustainability strategy focuses on our most material topics. As the largest integrated poultry producer across Australia and New Zealand with a 100-year history and a business which relies on best practice farming, we are well positioned to make a positive difference by addressing sustainability challenges and opportunities.

Our sustainability roadmap guides the integration of sustainability into how we behave, think, act and measure success to drive sustainable change within our gate.

## Our role in the food system



Broiler farm, Queensland

# OUR ROADMAP

FLAGSHIP INITIATIVES

## BEYOND OUR GATE

We will lead on global imperatives through partnerships and innovation; challenging the industry using our voice.

## FAIRNESS FOR *Animals* AND PEOPLE

Ensuring welfare for animals and social inclusion, equality and justice for people as part of the global food systems.

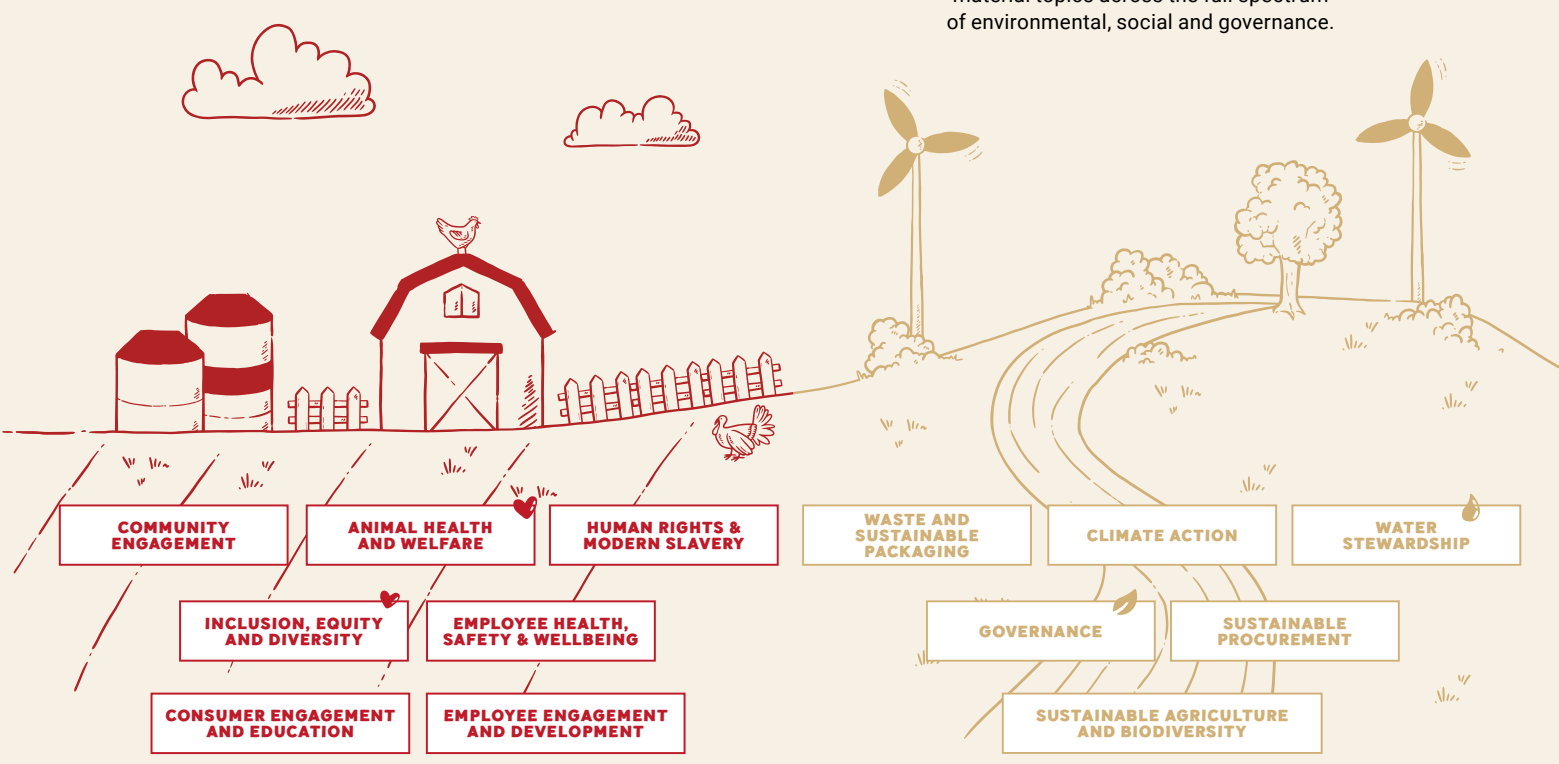
## CLIMATE *Action &* PLANETARY HEALTH

Addressing climate risk and supporting a resilient global food system.

COMMITMENTS, REPORTING, AND ENGAGEMENT

## WITHIN OUR GATE

We will proactively manage our material topics across the full spectrum of environmental, social and governance.



# Protein <sup>IN</sup> HEALTH

Addressing the growing consumption of protein and responsibility to provide healthy and nutritious food.



PRODUCT SAFETY

ECONOMIC PERFORMANCE

CONSUMER HEALTH AND NUTRITION



## BEYOND OUR GATE

We are taking steps to lead beyond our gate and to partner, invest and explore the future of sustainable protein and food systems by:

- 1 Continuing to invest in our 2030 sustainability initiatives;
- 2 Establishing partnerships and collaborating with suppliers, customers and partners to develop sustainability solutions; and
- 3 Measuring the contribution of our sustainability initiatives to the relevant United Nations (UN) Sustainability Development Goals (SDGs) target.

## WITHIN OUR GATE

Within our gate, we will focus our investment, resources and influence to achieve sustainable outcomes within our business. This includes:

- 1 Setting and publishing clear and science-based targets aligned with our material topics;
- 2 Measuring, tracking and improving performance year-on-year;
- 3 Integrating sustainability performance into key performance indicators (KPIs) and remuneration to embed accountability in roles across the business;
- 4 Empowering our people to act on sustainability goals in their roles; and
- 5 Reporting our progress to stakeholders.

## FY23 SUSTAINABILITY PERFORMANCE AT A GLANCE



### OUR PEOPLE AND CONSUMERS



Reduced our total recordable injury frequency rate (TRIFR) by 7%.



Welcomed our first graduate from CareerTrackers, which connects Indigenous university students with employers to participate in paid, multi-year internships.



Launched our Sustainability Leadership Guide for Managers to empower our people to act on sustainability goals.



Contributed more than 935,000 equivalent meals through food donation programs.



Reduced customer complaints per million kilograms (CPmkg) by 21%.



Achieved A or AA GFSI BRC Food Safety Standard certification for 100% of sites.



### OUR ANIMALS



All of our barn-raised and free-range broiler\* farming facilities in Australia are certified by the RSPCA Approved Farming Scheme.



We are proud to be the first and only poultry producer in New Zealand to have all of our barn-raised and free-range broiler\* farms SPCA Certified.



Sold 4,893 tonnes of net carbon zero certified chicken in New Zealand.



Engaged with a software and automation provider to measure animal welfare performance.



### OUR PLANET



Submitted our science based targets (SBT) for greenhouse gas (GHG) emissions for SBTi validation<sup>1</sup>. Reduced absolute GHG emissions across Scope 1 and Scope 2<sup>2</sup> by 9.7%<sup>3</sup> vs FY22.



Diverted 86% of waste generated from landfill in FY23.



Achieved a 4 Star Green Star rating for our Distribution Centre in Truganina, Victoria and a 5 Star Green Star rating for our Distribution Centre in Essington, South Australia.



Received an \$11 million federal government grant to invest in a landmark Tasmanian sustainability project.



Invested \$15 million in a new wastewater treatment and recycling plant at our primary processing centre at Osborne Park, Western Australia.

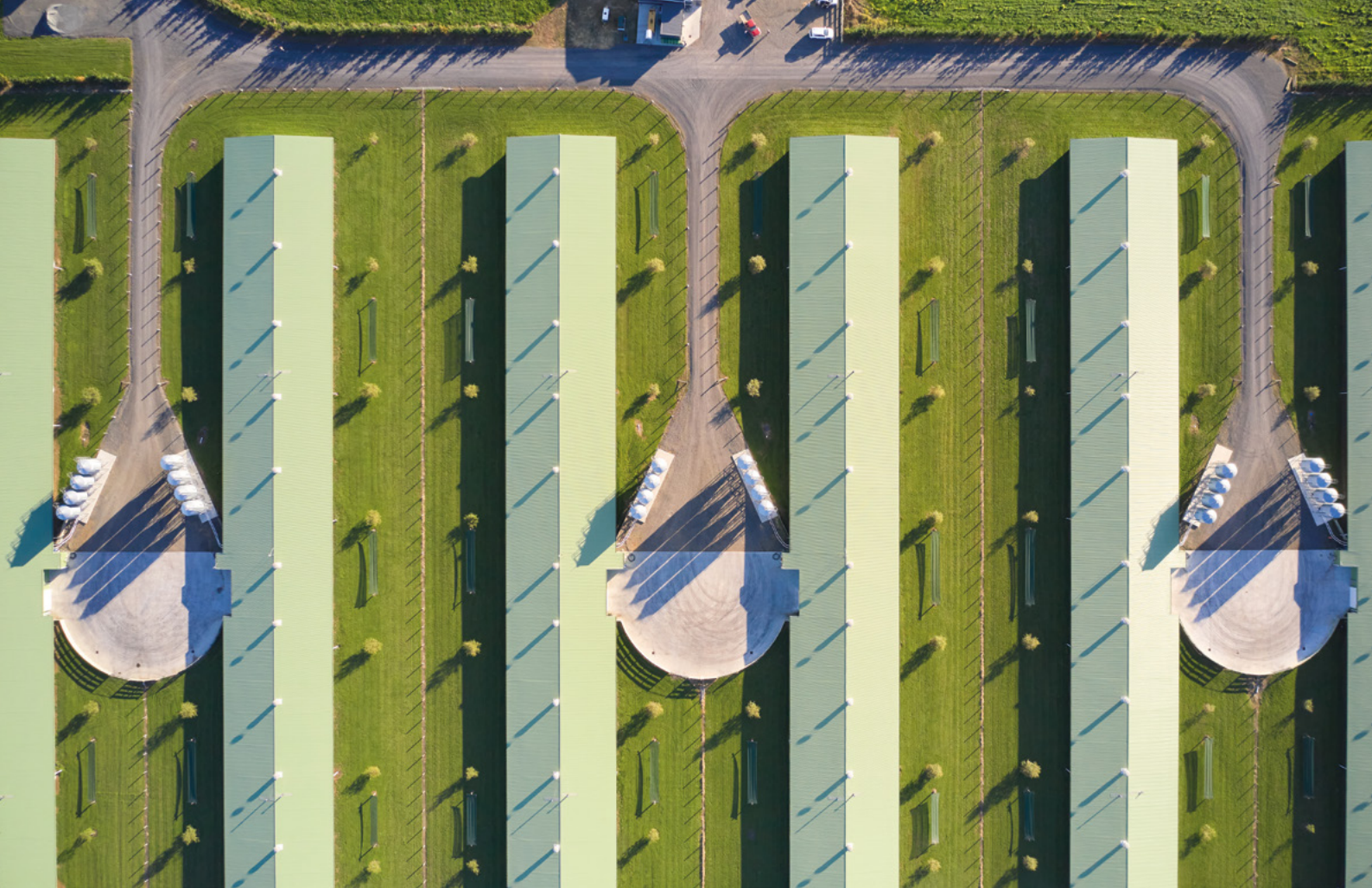
\* Broiler farms nurture our animals bred for meat production.

1. Following completion of our SBTi submission, we will establish appropriate and meaningful targets.

2. Scope 1 emissions are direct emissions from a facility. Scope 2 emissions are indirect emissions produced to generate the power used by a company.

3. As at 17 August 2023, we reported performance at 9.3%. Additional available data since that date has enabled us to update this figure as at 7 September.





Broiler farm, New Zealand

## INFORMING OUR APPROACH

Our approach continues to address the material topics as outlined in last year's Sustainability Report. These topics prioritise sustainability issues relevant to our business and stakeholders. They also align to the GRI's agriculture, aquaculture, and fishing sector standards. The Board and executive leadership team (ELT) of Ingham's have endorsed these material topics.

### OUR MATERIAL TOPICS

- |   |   |
|---|---|
| <b>1</b> Governance                               | <b>9</b> Inclusion, equity and diversity      |
| <b>2</b> Climate action                           | <b>10</b> Sustainable procurement             |
| <b>3</b> Employee health, safety and wellbeing    | <b>11</b> Employee engagement and development |
| <b>4</b> Product safety                           | <b>12</b> Economic performance                |
| <b>5</b> Animal health and welfare                | <b>13</b> Human rights and modern slavery     |
| <b>6</b> Water stewardship                        | <b>14</b> Consumer engagement and education   |
| <b>7</b> Sustainable agriculture and biodiversity | <b>15</b> Community engagement                |
| <b>8</b> Waste and sustainable packaging          | <b>16</b> Consumer health and nutrition       |

# GOVERNING FOR SUSTAINABLE OUTCOMES

**Our purpose and values align with our objective to deliver consistent and reliable returns to our stakeholders, and this is only possible when sustainability and climate change risks have been identified and mitigated.**

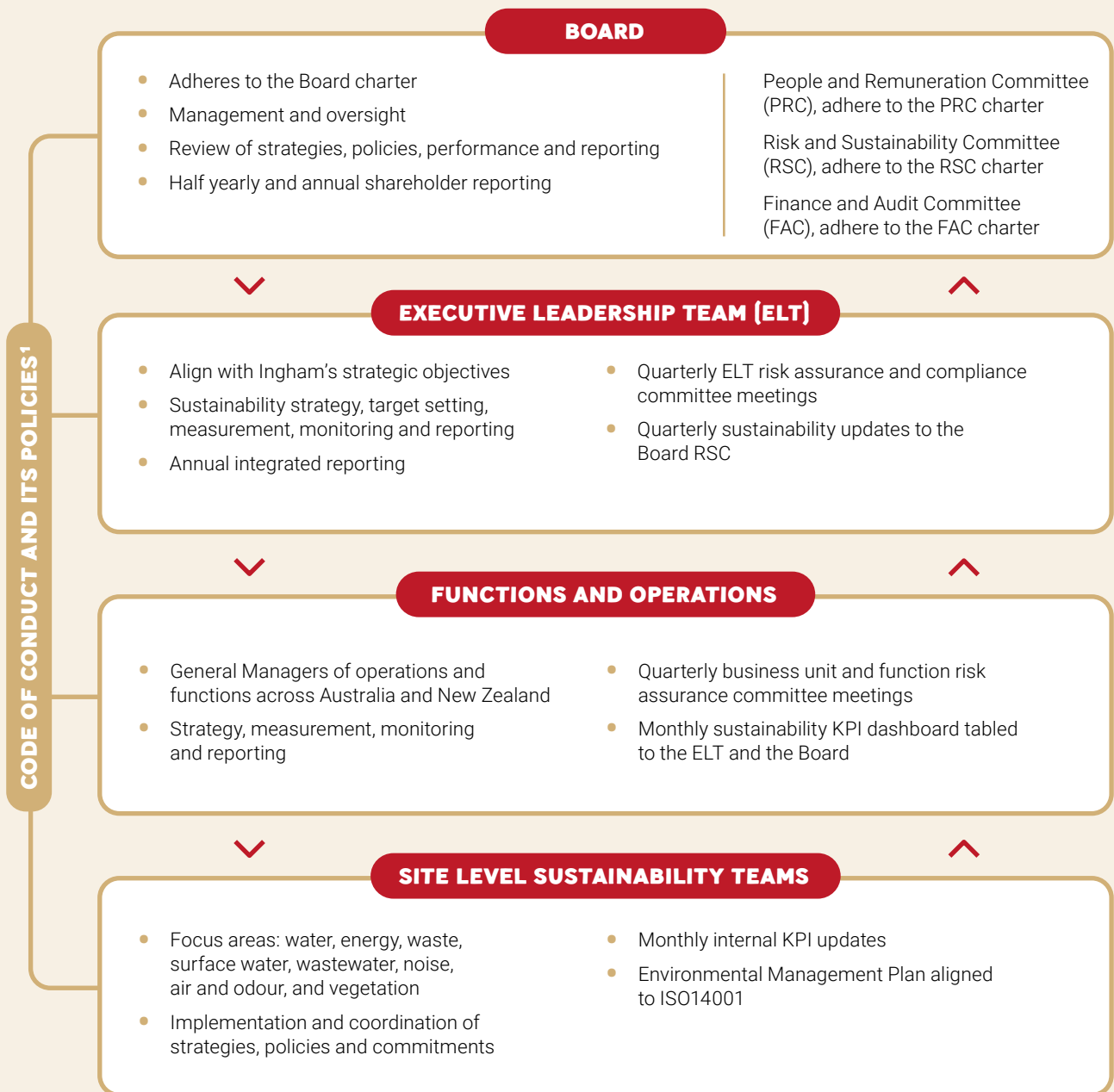
Sustainability is core to our strategy, and we are embedding sustainable decision-making across our business. Ingham's Board and the Risk and Sustainability Committee (RSC) oversee sustainability and climate-related risks and opportunities. The RSC meets quarterly and is responsible for:

- Identifying and overseeing material and emerging risks at Ingham's, including economic, health, safety, quality, environmental, social, sustainability and governance risks;

- Reviewing and approving sustainability reporting; and
- Approving Ingham's sustainability roadmap and reviewing progress against 2030 targets and commitments.

More information on the RSC's charter, role and activities is available on Ingham's website.

Our sustainability governance framework outlines how we manage sustainability within our business to reduce risk and embed a culture of accountability led by the Board and empowered from within.



<sup>1</sup> Policies include: Whistleblower Policy, Anti-Bribery and Anti-Corruption Policy, Continuous Disclosure Policy, Environmental Policy, Risk and Sustainability Policy and Inclusion, Equity and Diversity Policy.



## DELIVERY AGAINST THE TCFD RECOMMENDATIONS

### AS A LEADING PROTEIN PRODUCER IN AUSTRALIA AND NEW ZEALAND, WE VALUE HEALTHY ECOSYSTEMS AND STRIVE TO ADDRESS CLIMATE RISKS.

Our 2021 Sustainability Report outlined a three phase roadmap for climate-related financial disclosure. We are now in phase 2, with workshops to quantify and qualify current and future risks and opportunities. We have also evaluated the financial implications of extreme climate events on our assets against recommendations from the Task Force on Climate-related Financial Disclosures (TCFD).

TCFD recommendations	Our updated approach
<b>GOVERNANCE</b>	
<b>Board oversees climate-related risks and opportunities</b>	No change. Board continues to oversee climate-related risks and opportunities. See our 2022 Sustainability Report for details.
<b>Management assesses and manages climate related risks and opportunities</b>	No change. Management continues to assess and manage climate-related risks and opportunities. See our 2022 Sustainability Report for details.
<b>STRATEGY</b>	
<b>Identify climate-related risks and opportunities over the short, medium and long term</b>	We continuously evaluate risks and opportunities while steadfastly advancing our phased approach to TCFD. See our 2021 Sustainability Report for details.
<b>Determine impacts of climate related risks (opportunities and threats) on organisation's businesses, strategy and financial planning</b>	We studied extreme climate events in Australia and New Zealand across 2019 to 2022, which included a review and impact on the business of major events such as bushfires and floods. By analysing financial data, we identified climate drivers with the biggest impact on the Company and isolated the financial effects of climate change. Workshops with stakeholders identified climate impacts of concern. A second workshop quantified findings and various costs, providing a baseline to assess the impacts of climate change.
<b>Assess resilience of organisation's strategy, considering different climate scenarios, including two degrees scenario or lower</b>	Climate risk assessment is a vital part of our corporate strategy, and is actively monitored and reviewed. In 2022, we conducted a scenario analysis to understand how future climate changes will affect our assets and operations (see our 2022 Sustainability Report). By measuring climate impacts against an established financial baseline, we have a benchmark for future progress and reporting.



Broiler farm, Queensland

TCFD recommendations

Our updated approach

**RISK MANAGEMENT**

**Implement processes for identifying and assessing climate related risks**

There is no change to our processes for identifying and assessing climate-related risks. See our 2022 Sustainability Report for details.

**Implement processes for managing climate related risks**

There is no change to our processes for managing climate-related risks. See our 2022 Sustainability Report for details.

**Integrate processes for identifying, assessing and managing climate related risks into the organisation's overall risk management**

There is no change to the integration of climate-related risk management into our overall risk management. See our 2022 Sustainability Report for details.

**METRICS AND TARGETS**

**Develop metrics to assess climate related risks and opportunities in line with strategy and risk management process**

There is no change to the metrics we use to assess climate related risks and opportunities in line with our strategy and risk management process. See our 2022 Sustainability Report for details.

**Develop targets for Scope 1, 2 and 3 GHG emissions and related risks**

In FY23, we developed and submitted our Company-wide GHG emission targets for Scope 1 and 2 to SBTi for validation.

**Develop targets to manage climate related risks, opportunities and performance**

No change to our targets to manage climate-related risks, opportunities and performance. See our 2022 Sustainability Report for details. More information is provided in the Climate Action section of this Report.

Further information on Ingham's risks and opportunities, including a list of the TCFD aligned opportunities we are exploring before 2030, can be found in Ingham's 2022 Sustainability Report.

## CLIMATE ACTION

### INGHAM'S IS COMMITTED TO REDUCING GHG EMISSIONS GENERATED BY OUR OPERATIONS AND IN OUR SUPPLY CHAIN.

Together with our suppliers, we are working to mitigate the impacts of climate change and strengthen our climate resilience.

#### Our commitments

- Reduce Scope 1 and 2 absolute GHG emissions by 43% by 2030 against the FY19 baseline;
- Develop a Scope 3 GHG emissions target by 2030; and
- Source 75% green electricity by 2030.

#### Our FY23 performance

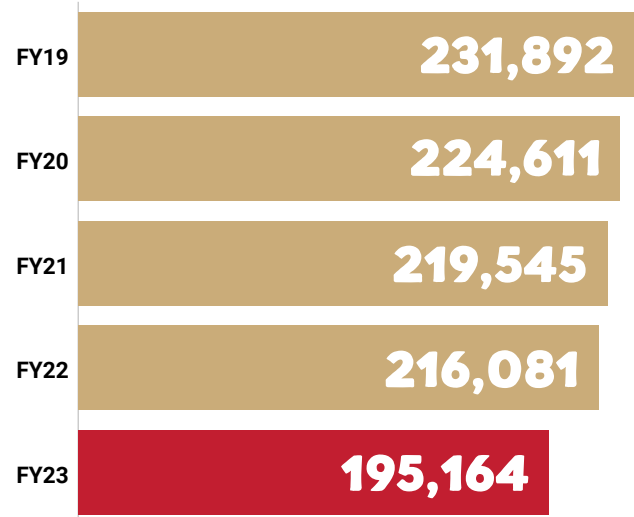
In March 2023, we submitted our SBT calculation to the SBTi for approval<sup>1</sup>. In FY23, we reduced our Scope 1 and Scope 2 GHG emissions against FY22 across all Ingham's operations by 9.7%.

#### Tracking and communicating our emissions

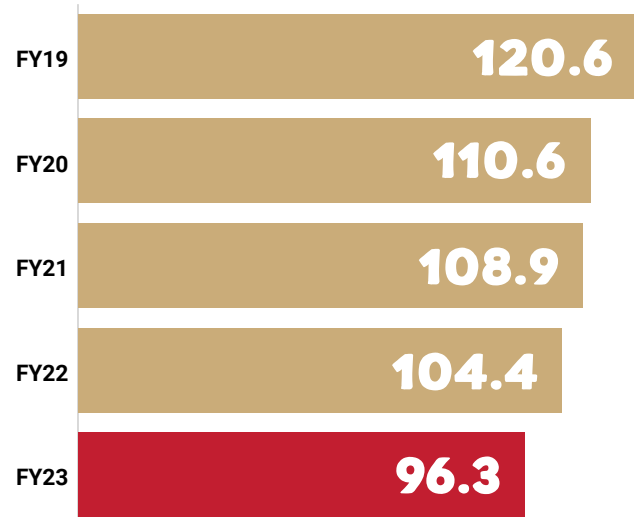
We track Scope 1 and 2 GHG emissions monthly and provide this data to site and operational management. We engage with our major customers on our GHG reduction targets and SBT progress.

Site environmental management plans support our sustainability actions and continuous improvement program, as we reduce emissions and improve site energy efficiency. For example, in FY23, we installed solar panels at two new distribution centres, Truganina in Victoria and Essington in South Australia.

Total Scope 1 and 2 GHG Emissions (T CO<sub>2</sub>e)



Scope 1 and 2 GHG Emissions Intensity (kg CO<sub>2</sub>e/T)



1. Following completion of our SBTi submission, we will establish appropriate and meaningful targets.





*Brotler farm, Queensland*



Product development centre, New South Wales

## EMPLOYEE HEALTH, SAFETY AND WELLBEING

We are committed to a goal of zero harm. At Ingham's, the safety of our teams, contractors, visitors and communities always comes first.

### Our commitments

- Provide a safe and healthy work environment;
- Achieve at least 95% compliance with the Safety for Life program each year; and
- Reduce serious, recordable incidents by 5% year-on-year.

### Our approach

We have an established work health and safety management system (WHSMS), which takes a systematic approach to identifying hazards, conducting risk assessments, and eliminating or controlling hazards for injury prevention and health preservation. This system meets regulatory requirements and compliance.

### Our FY23 performance

We reduced our total recordable injury frequency rate (TRIFR) by 7% to 4.75. We also maintained our self-insurance licences following successful self-insurance audits for FY22, and completed an enforceable undertaking in New South Wales.

## PRODUCT SAFETY

We are committed to ensuring world-class food safety and quality practices across food production, driven by continuous improvement.

### Our commitments

- Achieve quality excellence in everything we do for our customers and consumers, our employees, external stakeholders and the community;
- Continually develop and implement food safety and quality systems, standards and procedures to produce safe, legal and authentic products;
- Deliver quality nutritional products to ensure food safety excellence:
  - Achieve an average of 90% completion across the business to the Product Pride Program;
  - Reduce customer complaints (CPmkg), on average, by 5% year-on-year; and
  - Achieve, on average, an A rating across our business against the Global Food Safety Initiative British Retail Consortium (BRC) annual audits.

### Our Product Pride Program

Alongside Ingham's food safety and quality management system, our Product Pride Program provides the framework to deliver world-class food safety and quality as defined by the Global Food Safety Initiative (GFSI). The program addresses these pillars:

1. Risk reduction strategies;
2. Hazard analysis critical control point (HACCP);
3. Best practice support programs, such as good manufacturing practice (GMP);
4. Standards and procedures; and
5. Leadership, communication and learning.

Each pillar has clear leadership and responsibility with deliverables, timelines and measurable objectives. This year, we again achieved our target of on average 90% completion of the Product Pride Program across the business.

### Audits and certifications

We audit the performance of Ingham's operations with internal and external auditors. This year, we achieved an A rating average against BRC across all sites.

### Customer complaints

We have a target to reduce customer complaints (CPmkg) on average, by 5% year-on-year. Our team's ongoing commitment to quality and the implementation of the Product Pride program allowed us to exceed this target in FY23 by achieving a 21% reduction to 3.22 CPmkg.



## ANIMAL HEALTH AND WELFARE

We monitor and protect the health and wellbeing of our animals through leading animal welfare practices and adopting technological innovation.

### Our commitments

- Protect animal welfare through accountable leadership and innovation;
- Use antibiotics responsibly, including only where clinically indicated and where not using them would compromise animal welfare;
- Ensure animals are not subject to any genetic modification or cloning;
- Avoid the close confinement of our animals by providing adequate space to enable the expression of natural behaviours;
- Provide an enriched environment to allow birds to express their natural behaviours;
- Ensure the transport of all live animals is kept to a minimum and, wherever possible, does not exceed eight hours;
- Avoid routine physical alterations to farms unless required to support animal welfare;
- Ensure all animals within our supply chains are subject to pre-slaughter stunning; and
- Transparently report independent animal welfare audits in our farming and processing operations.

### Our approach

We have a moral and ethical obligation to ensure the welfare of our animals is protected. We uphold high standards to meet the expectations of our customers, consumers, investors and employees. Our animal welfare and antibiotic stewardship policies outline our commitments to protect and enhance animal welfare.

Our Animal Welfare Council oversees results of our key welfare indicators (KWI) against targets, and identifies projects and research initiatives that will foster continuous improvement in animal welfare. Led by our General Manager of Veterinary Health and Welfare, with involvement of two Executive Leadership team members, the Council is attended by subject matter experts across our farming, operations, veterinary and nutritional teams. The Council convenes quarterly and provides regular oversight of animal welfare performance, research and technology, animal welfare projects, strategy and customer insight across Australia and New Zealand.

We have a team of animal welfare specialists embedded in our operations, including our Company veterinarians who oversee animal welfare across farming and processing operations, and externally trained poultry welfare officers at every primary processing site.

### Our FY23 performance

Ingham's is proud to be the first and only poultry producer in New Zealand to have all of its barn-raised and free-range broiler farms\* SPCA Certified. This was achieved by adopting SPCA Barn Raised standard, which includes providing enrichment and increasing the space available. We are proud that all of our barn-raised and free-range broiler\* farming facilities in Australia are certified by the RSPCA Approved Farming Scheme.

\* Broiler farms nurture our animals bred for meat production.



Broiler farm, Queensland

## WATER STEWARDSHIP

Water is essential to processing poultry. From ensuring the optimum health of our birds, to achieving the highest hygiene standards in our food processing, cleaning and sanitation.

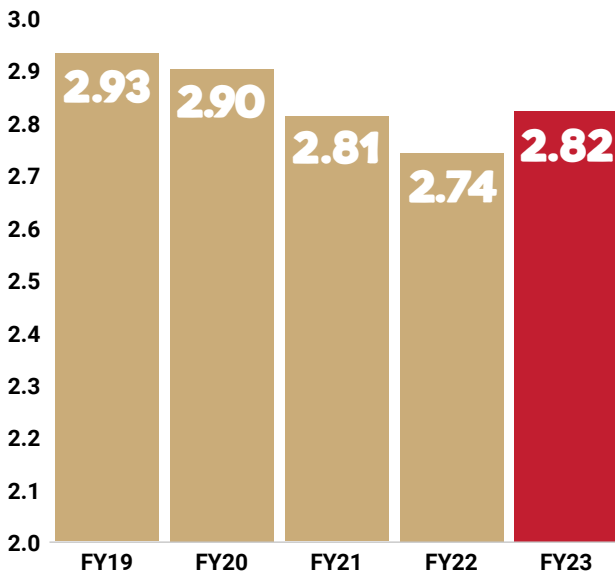
### Our commitments

- Reduce the water intensity needed to process our products by 20% by 2030 against an FY19 baseline.

### Our FY23 performance

This graph illustrates water intensity (kilolitres per tonne of product (kL/T)) performance across all Ingham's operations.

#### Water Intensity (kL/T)



### Managing our water use

Responsible water management is essential for Ingham's and the communities where we operate. We measure water usage, both absolute volumes and intensity, and monitor usage at site, by business unit and Company-wide. Water usage at sites is benchmarked, and annual targets set, to align with the Company's 2030 target to reduce water usage by 20% from the 2019 baseline. Our FY23 water intensity (kL/T) was negatively impacted by the reduced product tonnes due to the closure of our Wanneroo feedmill as well as operational impacts at our South Australian and New Zealand primary processing centres. We have addressed the operational issues.

In December 2022, Ingham's started construction of a new water recycling and treatment plant at our Osborne Park primary processing facility in Western Australia. The new plant improves the sustainability of our operations with the more modern and expanded plant efficiently treating water and reducing odour emissions. Additionally, the recycling water system is expected to reduce incoming water supply by up to 40%. Commissioning and handover of the plant is expected to be complete by the end of 2023.

### Wastewater and effluent disposal

Through Ingham's environmental management system (EMS) and adherence to trade waste agreements, we prevent contamination of local environment and ensure responsible effluent management at our sites. Some sites have treatment facilities which remove contaminant loading before discharging it to municipal facilities or directly into the environment under strict regulations and monitoring.

## OSBORNE PARK PRIMARY PROCESSING FACILITY



Water recycling and treatment plant, Primary processing facility, Western Australia

# Water savings AT SOMERVILLE

SOMERVILLE, INGHAM'S FOURTH LARGEST WATER-USING SITE, **HAS SUCCESSFULLY REDUCED ITS WATER USAGE DURING THE PAST YEAR.** THE TEAM MEASURES AND ASSESSES WATER USAGE WEEKLY, WHICH IS DISCUSSED AT REGULAR SUSTAINABILITY TEAM MEETINGS.

WATER USAGE REDUCED BY

**11%**

COMPARED TO THE PREVIOUS FINANCIAL YEAR

Since July 2022, the team has increased awareness of the importance of reducing water usage to the wider team via toolbox talks. The use of the AZZO monitoring system provides daily diagnostics on water usage for specific areas and equipment. Since increasing awareness, the team has implemented a range of water-saving initiatives, including:

- Installing aeration in spin chillers to increase water flow without using additional water;
- Recapturing and recycling water previously lost through the live bird and evisceration processes;
- Shutting off the water on key equipment during breaks; and
- Automating the trailer wash system to optimise and control water usage.

Daily site inspections by the environmental team help to monitor and mitigate any water leaks, and the production and maintenance teams work closely with the quality team to ensure reduced water usage never compromises the product quality.

Since July 2022, these initiatives have reduced Somerville's water usage by 11% compared to the previous financial year.





Feedmill, South Australia

## SUSTAINABLE AGRICULTURE AND BIODIVERSITY

Fostering biodiversity and implementing sustainable agriculture practices are foundational to supporting a healthy, regenerative environment.

### Our commitments

- Continue to employ sustainable agriculture and procurement practices by researching alternate protein meals with lower GHG emission potential.

### Our FY23 performance

We continued to participate in activities sponsored by the Sustainable Agriculture Initiative (SAI), including a workshop to learn more about regenerative agricultural practices and carbon sequestration in soils. We also partnered with an Australian university to continue our research into alternative feed materials for soy meal.

### Protecting ecosystem health

We are working to better understand and mitigate our impact on the environment by continuously improving our practices. This includes:

- Projects to preserve biodiversity at our sites, including supporting regeneration of wetlands, planting of native trees, and assessing the feasibility of restoring native forests across our sites to act as carbon sinks;
- Researching alternative raw feed materials with a lower environmental and biodiversity impact than current soy meal feed products;
- Monitoring soil health at sites where treated poultry processing wastewater is irrigated to adjacent land; and
- Limiting the use of pesticides through partnership with qualified pest control services.



Primary processing facility, Queensland

## WASTE

Our commitment to climate action includes responsible waste management, including minimising waste to landfill, eliminating food waste, and increasing recycling opportunities across our supply chain.

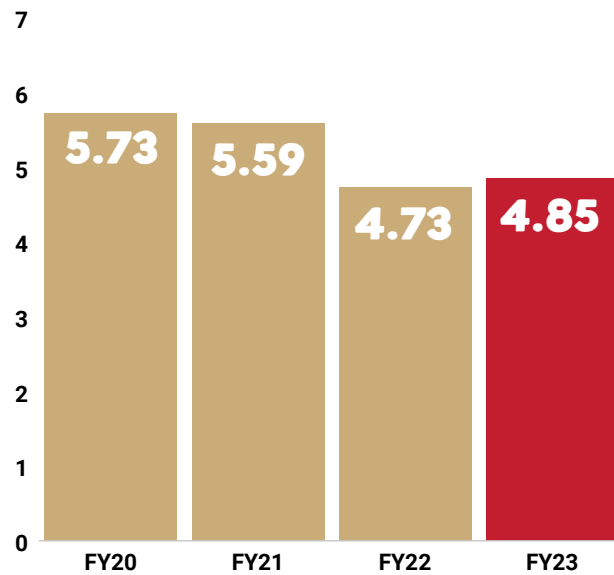
### Our commitments

- Reduce waste sent to landfill intensity (kg/T) by 20% by 2030 against an FY20 baseline.

### Our FY23 performance

This graph illustrates landfill waste intensity (kilogram per tonne of product (kg/T)) across all Ingham's operations.

Ingham's Group Landfill Waste Intensity



### Monitoring and managing waste

Ingham's has a robust internal monitoring system to manage and reduce our waste. The volume and rate at which waste is generated is monitored by site and Company-wide. Each site sets an annual target for landfill waste, which is monitored via Ingham's Planet reporting database. The tracking is updated and published monthly. Additionally, waste service providers provide monthly data on waste collected via a web-based portal, which generates site KPIs on Ingham's Planet reporting database. Our FY23 landfill waste intensity (kg/T) was negatively impacted by the reduced product tonnes due to the closure of our Wanneroo feedmill. Not including Wanneroo feedmill, absolute waste reduction was achieved.



**We DONATED**

**519 TONNES**  
TO FOODBANK AUSTRALIA

**30 TONNES**  
IN NEW ZEALAND TO VARIOUS ORGANISATIONS

### Fighting food waste by supporting food security

Ensuring the food we produce does not go to waste is a priority from both a sustainability and a business perspective. We take great pride in the positive impact our products have in the lives of our consumers, providing a high-quality protein source to support a healthy lifestyle. As the most affordable land-based animal protein, we support food security through our product offerings and our waste-minimising efforts as an organisation.

Products we cannot sell, but are still consumable, are donated to food rescue charities in Australia and New Zealand. In FY23, we donated 519 tonnes (935,000 equivalent meals) to Foodbank Australia and 30 tonnes (54,000 equivalent meals) in New Zealand to various organisations.

## SUSTAINABLE PACKAGING

We are working to balance the priorities of safe and secure food distribution and environmentally responsible materials used in our packaging.

### Our commitments

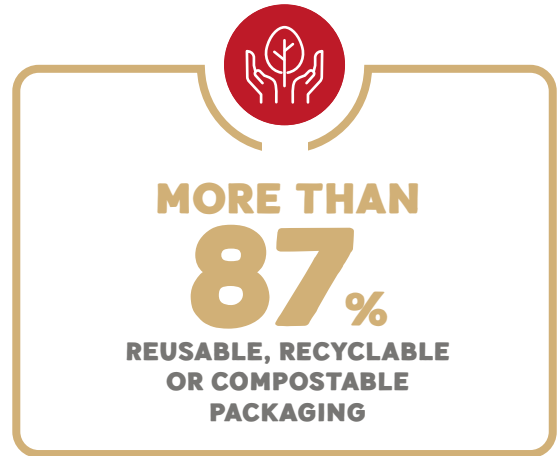
- 100% reusable, recyclable or compostable packaging by 2025; and
- 50% average recycled content included in packaging by 2025.

### Our FY23 performance

- >87% reusable, recyclable or compostable packaging; and
- >40% recycled content in packaging.

### Choosing the right material for the job

We ensure our product packaging has minimal impact on the environment by using recycled content where possible, using recyclable materials, eliminating unnecessary packaging, and ensuring packaging is adequate to protect the product during handling and its shelf life. We also include disposal instructions on our packaging to maximise recycling.



## INCLUSION, EQUITY AND DIVERSITY

We aim to provide a safe, inclusive and supportive workplace where people of all social, cultural, sexual and disability statuses are welcomed, and all voices are heard.

### Our commitments

- Promote an inclusive and diverse environment through our inclusion, equity and diversity framework; and
- Have women in at least 40% of leadership roles by 2030.

### Our approach

Our inclusion, equity and diversity framework aims to accelerate and develop a more inclusive and diverse workplace.

### Organisation

A strong foundation for building an inclusive workplace starts with providing training and education to our leaders and employees. This year we implemented days of recognition to empower site leaders to organise events and celebrate occasions such as Lunar New Year, WorldPride 2023, International Women's Day, National Reconciliation Week and Matariki Day. In FY23, 74% of sites acknowledged at least one day of recognition.

In New Zealand, Manaaki Month celebrates diversity and inclusion. Manaaki is an abbreviation of Manaakitanga, meaning to welcome, love and support. With a focus on gender and cultural diversity, during May we held anti-bullying events and site leaders facilitated activities around cultural diversity including food, videos and discussions.

### First Nations

We are growing our partnerships with First Nations communities and suppliers across Australia and New Zealand. Our Reconciliation Action Plan (RAP) has been submitted to Reconciliation Australia and has received conditional endorsement.

In June, we welcomed our first graduate from the CareerTrackers program, which connects Indigenous university students with employers to participate in paid, multi-year internships.

### Gender

We are committed to zero gender salary discrimination and increasing the number of women in leadership positions. This year, site leaders celebrated International Women's Day with their teams, and Company-wide recognition occurred via a town hall session featuring women leaders. In FY23, 41% of all sites acknowledged International Women's Day via Workplace, our internal communications platform.

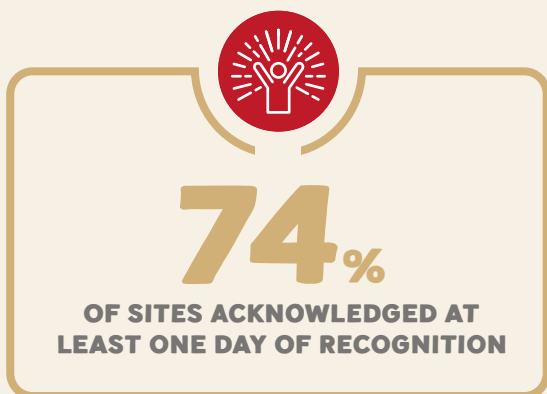
We continue to improve gender representation in leadership across our organisation. During FY23, 38% of all manager promotions were women. Women comprised more than 40% of our Board, 14% of our ELT, and 34% of our senior leadership team.

### LGBTQ+

We are committed to using gender-neutral language in our policies and educating our people on using pronouns. This year, we became a member of the AIDS Council of NSW (ACON), which is supporting us with training programs and a review of policies to ensure we implement inclusive and affirming practices for people from sexuality – and gender-diverse communities. Our People and Performance team also attended an LGBTQ+ awareness session about inclusive recruitment and attrition considerations.

### Ethnicity

We want team members of all ethnicities to celebrate their culture at work. This year, 74% of sites acknowledged one ethnicity or cultural day of recognition via Workplace. In New Zealand, 83% of sites recognised at least one event for Manaaki Month, Matariki or Māori Language Week.





**INGHAM'S IS WORKING TO IMPLEMENT PROCUREMENT SPEND SYSTEMS THAT WILL SUPPORT OUR SUPPLIER MANAGEMENT PROGRAM.**

Hatchery, Victoria

## SUSTAINABLE PROCUREMENT

Sustainable procurement is a collaborative effort, and we're working with our suppliers to monitor and support environmental and social sustainability commitments.

### Our commitments

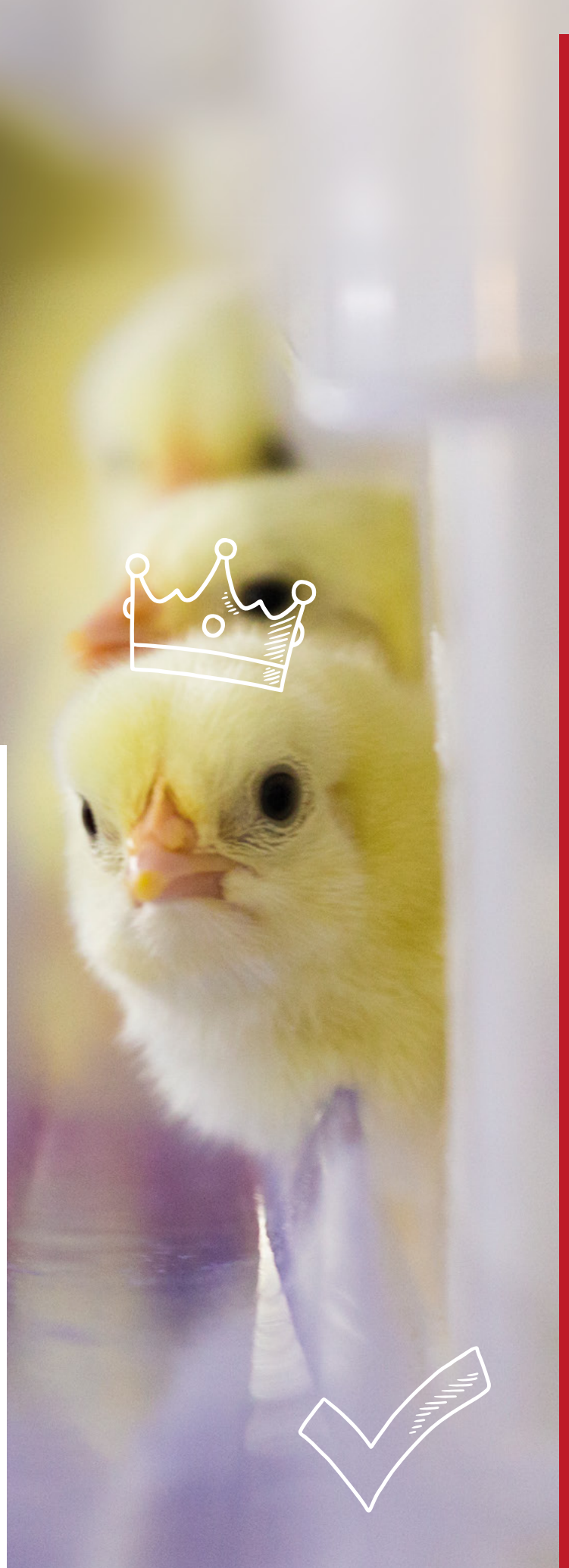
- From FY24, new vendors and existing suppliers with spend greater than \$250,000 per annum will need to sign the Ingham's Supplier Code of Conduct by 2030.

### Our FY23 performance

Our sustainable procurement commitment has changed from what was presented in our 2022 Annual Report due to the postponement of our Business Transformation Program. Ingham's has approved the implementation of procurement spend systems that will support our supplier management program.

During FY23, we completed the following initiatives:

- Evaluated Ingham's supplier risk profile using the Interos platform;
- Included the Modern Slavery Supplier Commitments and Ingham's Supplier Code of Conduct in our Supplier Business Reviews for the Packaging and Ingredient categories; and
- Developed a supplier questionnaire to capture supplier's information related to their modern slavery risks, policies and processes.





## EMPLOYEE ENGAGEMENT AND DEVELOPMENT

We strive to be a leading employer and support the growth of our people by providing a constructive and inclusive culture and prioritising training and development opportunities.

### Our commitments

- Provide practical benefits and flexible arrangements;
- Develop highly engaged teams with year-on-year reductions in turnover;
- Deliver leadership development programs and development support at all levels;
- Continue to engage with our people via regular surveys and focus groups to seek feedback and identify areas for improvement; and
- Support internal development with a target to fill three out of four leader roles with internal candidates.

### Building a constructive culture

Fostering an open, supportive, constructive and inclusive high-performing company culture requires leadership from the top. Our Executive Leadership Team (ELT) effectiveness program enables our leaders to role model desired behaviours and lead by example. In December, each ELT member completed a leadership impact assessment to build self-awareness around their personal leadership style and learn how to create an environment to allow others to thrive. The program also includes workshops, coaching and robust individual development plans incorporating diagnostic results and personality assessments. The program has achieved positive results with the expansion of constructive leadership styles since the previous survey.

Other development programs include the Thrive senior leaders program, senior leadership team summit, Grow frontline leaders program, and our personal development programs – Connect in Australia and Homegrown in New Zealand.

### Embedding sustainability leadership

This year, we launched our Sustainability Leadership Guide for Managers to empower our people to contribute to achieving our 2030 sustainability roadmap. The guide outlines our strategy and makes sustainability actionable for our people. It contains five actions managers can take to help embed sustainability in the organisation, by understanding where teams can contribute and build this into the every day.

### Strengthening our employee value proposition

To respond to changes in matters of importance to people following the COVID-19 pandemic, this year we refreshed our employee value proposition (EVP) to remain a place where people love to work. All employees were invited to focus groups to discuss attraction and retention at Ingham's. Working with an external partner, 12 focus groups were conducted with representation from multiple sites, plus interviews with senior leaders and ELT members. The focus groups identified several common themes, such as the importance of being recognised and valued as an individual. Our refreshed EVP is being rolled out through updated internal and external materials including an EVP video.

#### SENIOR LEADERSHIP TEAM SUMMIT





Distribution centre, South Australia

## HUMAN RIGHTS AND MODERN SLAVERY

We aim to prevent harm to people by identifying and mitigating human rights risks in our business and supply chain. We comply with all relevant regulations and standards.

### Our commitments

- Identify, mitigate and report on human rights and modern slavery risks by conducting due diligence on high risk suppliers.

### Our approach

We are committed to preventing all forms of slavery, exploitation and human trafficking in our direct and indirect supply chains. To achieve this, we assess the risks of modern slavery, safeguard our workforce, and monitor our supply chains against any actual or potential criminal and inhumane treatment of people in their employment.

We assess the risk of modern slavery in our operations to be low. All our functions are located in Australia and New Zealand, and most of our people are directly employed by Ingham's.

To manage risk in the supply chain, we are a Sedex (Supplier Ethical Data Exchange) member and share information on our performance with customers. Our standard supply contract includes a clause about modern slavery expectations. We assess risks in our supply chain based on a heat map of geographical and sector risks. Our Modern Slavery Statement outlines the steps we have taken, and is available on our website.

### Internal audits

Ingham's participates in Sedex's SMETA audits at our primary and further processing sites to better understand standards of labour, health and safety, environmental performance, and ethics at our sites.

We also audited on behalf of our customers, such as Coles and McDonald's. These audits revealed minor non-conformances with record keeping, particularly in relation to long serving (10+ years) employees. These issues have since been rectified. The audits did not report any negative findings about worker entitlements, worker conditions, visas, migration status or other matters pertaining to modern slavery.

### Supplier audits

We use proactive compliance audits to verify the performance and standards of our suppliers.

This year, we engaged an independent third party to audit two of our largest labour hire providers.

Our external legal partners conducted audits to ensure compliance with employment law and social accountability. The audits covered 90 workers and reviewed pay rates and visa status. All workers were found to be eligible to work in Australia and, where applicable, were working in accordance with any visa parameters. Minor non-conformances were identified with respect to pay, and these have since been rectified. There were no identified instances of modern slavery.

### Freedom of association and collective bargaining

Ingham's has 32 enterprise agreements (EA) in Australia and five in New Zealand, covering most of our operations. Of the agreements, all five in New Zealand and 29 in Australia have one or more unions attached as a party to the agreement. Employees have the freedom to join, or not join, a union. Where an employee elects to do so, employees may request payment of fees as a payroll deduction for union membership.

### Living income and living wage

Employees are engaged on the industry award relevant to their occupation, or an EA. Hourly rates are reviewed during the annual wage review process (for employees covered by an award), or on the anniversary of the relevant EA. The pay rates in awards are fixed by the Fair Work Commission (FWC), and those in EAs are reviewed by the FWC on lodgement to ensure they are better than the relevant reference award, which would apply in the absence of the EA.

## CONSUMER ENGAGEMENT AND EDUCATION

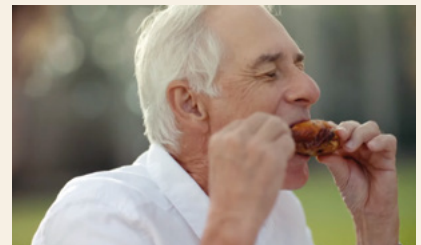
We want consumers to know they are making sustainable and responsible choices when they choose Ingham's.

### Our commitments

- Educate and engage our customers to help them make sustainable and responsible choices.

### Our FY23 performance

While chicken is a popular protein, myths around poultry farming continue to circulate. In 2023, we set out to address common misconceptions and showcase our commitments to animal welfare and sustainability through a TV, digital, print and radio campaign. Visit our company YouTube channel to view our 'Always Good' content series. (<https://www.youtube.com/@Inghamschicken/videos>).



## COMMUNITY ENGAGEMENT

We engage with our local communities by donating to and sponsoring organisations aligned with our goal to positively impact people, animals and the planet.

### Our commitments

- Develop partnerships with organisations to support our people, animals and planet; and
- Develop programs and initiatives to connect and positively impact our local communities.

### RONALD MCDONALD HOUSE CHARITIES



### Our FY23 performance

We have supported numerous initiatives and organisations during FY23, including:

- **Woolies Wheels and Walks Tour de Cure:** Ingham's was a diamond sponsor of the 2023 event, with an Ingham's team walking 21 kilometres and raising more than \$8,000 for cancer research, support, and prevention projects.
- **Foodbanks:** We continued our national partnership with Foodbank Australia in FY23 providing more than 935,000 equivalent meals to support people nationwide. In New Zealand, we donated 30 tonnes of product to food rescue and distribution charities operating in our local communities.
- **Ingham Institute for Applied Medical Research:** We continued financial support of \$150,000 per year to the Ingham Institute for Applied Medical Research as part of our three-year agreement. The Ingham Institute funds and leads world-class medical research to treat people living with common medical conditions and diseases, including cancer, rehabilitation, and mental health.
- **Disaster relief:** In response to the devastation of recent earthquakes in Turkey and Syria, we contributed \$10,000 to the Emergency Action Alliance as a gesture of solidarity and care to the families from Turkey and Syria in our workforce. The Alliance is a group of 15 Australian aid organisations who work together overseas after disasters.
- **Ronald McDonald House Charities:** Ingham's donated \$60,000 to Ronald McDonald House Charities in Australia, which provides a home-away-from-home for seriously ill children and their families while they receive the care they need in the hospital. This national partnership commenced in January 2022.
- **National Institute of Dramatic Art (NIDA) First Nations Scholarship:** The \$30,000 scholarship is open to a First Nations student in the Master of Fine Arts writing or directing degree. It includes the opportunity for a paid internship at the completion of their course. Ingham's believes advancing reconciliation for First Nations peoples means they must have access to increased representation in the arts.



INGHAM'S DONATED  
**\$60,000**

TO RONALD MCDONALD HOUSE  
CHARITIES IN AUSTRALIA



## CONSUMER HEALTH AND NUTRITION

We actively identify opportunities to improve the health and sustainability of our products.

### Our commitments

- Develop products to achieve a minimum 10% reduction in fat and sodium contents by 2030.

### Our FY23 performance

Ingham's continues to reduce the amount of salt and fat across a range of products. We proactively source ingredients to meet targeted requirements for health star ratings across Ingham's and customer-branded products in line with consumer health requirements.

We developed and launched a range of branded initiatives under the air fried platform – branded AirMazing™ – to remove par fry requirements, which reduced fat across comparable products. This was reflected in nutritional panels.

**WE PROACTIVELY SOURCE INGREDIENTS TO MEET TARGETED REQUIREMENTS FOR HEALTH STAR RATINGS.**



**-10%**

**COMMITMENT TO DEVELOP PRODUCTS TO REDUCE FAT AND SODIUM CONTENT**



[ingham.com.au](http://ingham.com.au)